

COUNCIL MEETINGS  
MINUTES



COUNCIL MEETING MINUTES

Council Minutes Held

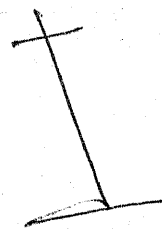
25 Nov 59  
19 Mar 65  
17 May 69  
28 Jun 74  
18 Oct 77  
09 Jan 79  
25 Sep 80  
17 Jun 82  
05 Dec 83  
27 Dec 84  
21 Mar 86  
22 Oct 86  
11 Dec 87  
15 Dec 88  
27 Dec 89 (1000 H and 1530 H - 2 meetings)  
20 Dec 90  
18 Dec 91  
29 Oct 92  
25 Feb 93  
24 Nov 93  
22 and 23 Dec 94  
23 Nov 95  
27 Feb 96  
13 Dec 96  
11 Dec 97  
17 Dec 98  
21 Jan 99  
21 May 99  
16 Jun 99

Meetings Not Held

1963, 64, 66, 67, 68, 71, 72, 73, 75, 76, 78, 81, 85

~~Not Transferable~~  
~~1960, 61, 62~~  
~~1949~~

19 Dec 01  
12 Feb 02  
16 Dec 02  
29 Dec 03  
24 Nov 04



In Last Vols

1924 to 1962

1970

1960, 61, 62



UNITED SERVICE INSTITUTION OF INDIA

MINUTES for the Council Meeting ~~to be~~ held in DCNS's Room (No. 192-A) South Block, New Delhi, at 10.30 A.M. on Wednesday 25th November 1959.

PRESENT

Commodore A K CHATTERJI, IN  
(Out-going President)  
Lt Gen M S WADALIA (In-coming President)  
Air Vice-Marshal D A R NANDA  
Maj Gen B M KAUL  
Maj Gen D SOM DUTT  
Gp Capt MURAT SINGH AULAKH  
Brig RAJENDRA SINGH  
Shri H C SARIN, ICS  
Major PYARA LAL (Secretary)

APOLOGIES FOR ABSENCE

Lt Gen J N CHAUDHURI  
Lt Gen DAULET SINGH  
Rear Admiral A CHAKRAVERTI, IN  
Maj Gen RAJINDER SINGH PAINTAL  
Maj Gen SHFI MANEKSHAW, MC  
Group Captain OP MEHRA, IAF

MINUTES

The Minutes of the Annual Council Meeting held on 25th April 1958 were read and confirmed.

PRESIDENT'S REPORT

The President's Report for 1958 was received.

Matters Arising

Maj Gen D SOM DUTT, out-going Chairman was requested to examine the aims of the Institution with a view to widening their scope and submit his recommendation for consideration of the Council.

ACCOUNTS

The Statement of Accounts and the Auditor's Report for 1957 and 1958 were approved.

ELECTION OF PRESIDENT

The out-going President announced that Lt Gen MS WADALIA, DCOAS, was next in rotation to be the President of the new Council. This was unanimously accepted and Lt Gen WADALIA took the Chair.

The meeting passed the vote of thanks to the out-going President and members of the Council.

GOLD MEDAL ESSAY COMPETITION 1958

The Council confirmed the award of the prizes based on the unanimous recommendation of the judges, viz,

Winner Brig BS BHAGAT .. Gold Medal plus cash prize Rs. 200/-

Runner-up (1) IC 855 Maj SP DATTA, AOC Rs. 125/-  
(2) Sqn Ldr SITA RAM ABBOTT, Rs. 75/-  
IAF

Contd/2



## SUBJECT FOR THE 1959 ESSAY COMPETITION

The following subject was selected:-

Higher defence organisation has for many years engaged the attention of statesmen and senior service officers of the major military powers. In the recent past there have been, for example, the higher defence re-organizations of the USA, the UK, and FRANCE. Inevitably, all higher defence organizations reflect the national and defence policies of the respective countries. These reorganisations were not directly connected with the problem of whether or not there is to be a merger of two or more of the fighting Services in the future. It is perfectly possible to devise effective machinery even if there are three independent Services.

Discuss the higher defence organization at Governmental level that you consider suitable for our country, in the context of our existing policies and suggest any reorganisation you consider necessary.

## RECOMMENDATIONS - MACGREGOR MEDAL

It was decided that the President Lt Gen M S WADALIA to examine the recommendations for 1956/57/58 of MacGregor Medal Medal Committee before these are put up for the approval of COAS.

## PRESENTATION OF THE GOLD MEDAL/MACGREGOR MEDAL

It was decided:

- (a) Gold Medal be posted to the officer as heitherto
- (b) MacGregor Medal be awarded in future at a formal ceremony.

## EXECUTIVE COMMITTEE

The following were elected to the Executive Committee:-

Maj Gen MOTI SAGAR  
Shri H C SARIN, ICS  
Instr Capt K S R RAO, IN  
Group Capt MURAT SINGH AULAKH  
Shri A N JOSHI, DFA

## RESEARCH PROGRAMME

Brigadier Rajendra Singh was requested to examine the proposal and to submit his recommendations for consideration at the next Council Meeting.

## COMMEMORATION VOLUME

The suggestion of the Secretary was accepted in principle. Maj Gen SOM DUTT was requested to further examine the proposal, including financial aspects and submit his recommendation for consideration of the Council.

(Cont'd on page 3)



BUILDING FUND

The proposal of the Secretary was accepted in principle. It was further agreed that this matter be taken up as soon as the Institution is in possession of a plot of land.

MUSEUM

It was decided not to pursue this proposal until such time the Institution has its own permanent home.

Lieut-General,  
President,  
UNITED SERVICE INSTITUTION OF INDIA



UNITED SERVICE INSTITUTION OF INDIA

Minutes of the Council Meeting held in DCNS's Room  
(Room No. 192-A) South Block, New Delhi on Friday,  
19th March, 1965 at 1500 hours.

PRESENT

Rear Admiral SN KOHLI, IN (In-coming President)  
Lt Gen MOTI SAGAR  
Maj Gen RN BATRA  
Maj Gen PO DUNN  
Captain PN MATHUR, IN  
Air Cdre SA HUSSAIN  
Shri AN JOSHI  
Lt Col PYARA LAL  
(Secretary)

APOLOGIES FOR ABSENCE

Lt Gen PP KUMARAMANGALAM, DSO  
Lt Gen HARBAKHSI SINGH, Vr.C.  
Lt Gen KALWANT SINGH  
Maj Gen ML THAPAN  
Air Vice Marshal PG LAL, DFC  
Maj Gen DK PALIT, Vr.C.  
Shri HC SARIN, ICS  
Air Vice Marshal RANJAN DUTT, Vr.C.  
Maj Gen JS AURORA

MINUTES

Minutes of the Annual Council Meeting held on  
25th May 1962 were read and confirmed.

PRESIDENT'S REPORT

The President's Report for the period ending  
December, 1964 was received.

ACCOUNTS

The Statement of Accounts and the Auditor's  
Reports for 1961, 1962 and 1963 were approved. The  
Council also instructed the Secretary that he should  
ensure that the Auditors submit their Report for any  
year by the 30th of June of the following year.

ELECTION OF PRESIDENT

The Deputy Chief of the Naval Staff who was next  
in rotation to be the President of the Council, was  
unanimously accepted and he took the chair. The meeting  
passed the vote of thanks to the outgoing President  
Air Vice Marshal DAK NANDA who had gone on retirement.

GRANT-IN-AID

The Council decided that the Government should be  
approached to increase the Grant-in-Aid to Rs. 25,000/-  
to enable the Institution to meet the rising cost of  
running the Institution and to help it to expand its  
activities.

GOLD MEDAL ESSAY COMPETITION 1965

The following subject was accepted for the Gold  
Medal Essay Competition for 1965:-

"An enemy like Feking cannot be fought on the  
battle field alone. His tactics and methods,

immediate as well as long term, have to be understood and matched."

Discuss the above statement and suggest ways by which India can successfully fight ideological and military onslaughts by China.

#### EXECUTIVE COMMITTEE

The Council decided to enlarge the membership of the Committee from five to six. The following were elected to the Executive Committee:-

Maj Gen JS AURORA	(Chairman)
Shri HC SARIN, ICS	Member
Maj Gen RN BATRA	"
Captain IN MATHUR, IN	"
Air Cdre SA HUSSAIN	"
Shri AN JOSHI	"

#### USI PERMANENT BUILDING

The question of the permanent home was again reviewed by the Council and Gen PO DUNN was requested to go into the question of its location and finances and to submit a consolidated paper to the Council for its consideration.

#### INSTITUTION of "EDUCATION FUND" and "BUILDING FUND"

These were approved by the Council.

#### REVISED PAY AND ALLOWANCES OF USI STAFF

The Council took the following decisions:-

- (a) Accepted the recommendations of the Executive Committee for revised pay and allowances for the existing permanent staff of the Institution.
- (b) Committee was asked to review and reconsider their recommendations with regard to the future employees of the Institution.
- (c) Wherever possible in future efforts should be made to employ retired Service personnel.

#### ACTIVITIES OF THE INSTITUTION

It was decided that the Executive Committee should:

- (a) Examine the possibility of enlarging the aims and scope of the Institution.
- (b) How the Institution can improve its utility for its members.

#### EX-OFFICIO MEMBERS

The Council decided that the Commandant, National Defence College should be made ex-officio member of the Institution.

#### MEMBERSHIP

The Council decided that recruitment drive for new members should be undertaken through Service Headquarters.

Rear Admiral,  
President,  
UNITED SERVICE INSTITUTION OF INDIA.



UNITED SERVICE INSTITUTION OF INDIA

MINUTES of the Council Meeting held on Saturday, the 17th May, 1969  
at 12.30 hours in U.S.I. Library Reading Room, Kashmir House, New Delhi-11.

PRESENT

Lt Gen K. S. KATOCH, M.C. (President)  
Lt Gen R. N. BATRA  
Maj Gen M. L. THAPAN  
Captain B. S. RANJHAWA, I.N.  
Commodore B. K. DANG, I.N.  
Shri R. PATNAIK  
Col PYARA LAL (Secretary)

APOLOGIES FOR ABSENCE

Shri H. C. SARIN, ICS  
Air Marshal Shiv Dev Singh, PVSM  
Lt Gen HARBAKHSH SINGH, Vr C.  
Lt Gen MOTI SAGAR, PVSM  
Lt Gen S. D. VERMA (Retd.)  
Maj Gen RK RANJIT SINGH  
Maj Gen R. S. NORONHA, PVSM, MC  
Maj Gen D. K. PALIT, Vr C.

The Council adopted the Resolution condoling the sudden and sad death of Dr. ZAKIR HUSAIN, President of India and Patron of the Institution.

MINUTES

Minutes of the Council Meeting held on 19th March 1965 were read and confirmed.

As regards the emoluments of future entrants who join the service of the USI the Council requested Shri Patnaik to examine the question in the context of limited capacity of the Institution for incurring expenditure and the prevailing Pay Structure, in other organisations of similar status.

PRESIDENT'S REPORT

The President's Report for the period ending December 1968 was received. The members noted with satisfaction, the progress made by the Institution.

ACCOUNTS

The Statement of Accounts and the Auditor's Reports for 1965, 1966 and 1967 were approved.

GOLD MEDAL ESSAY COMPETITION 1969

The following subject was accepted for the Gold Medal Essay

.....2

Competition for 1969:

"There is a considerable apprehension that the size of our Defence Budget is too great a burden for the country to bear for an indefinite period. Do you consider that all Defence Appropriations are justifiable or that they are well spent? What measures of economy are possible and in which fields? Discuss the whole question of cost-effectiveness of Defence in relation to the threat to India and our economy."

PERMANENT BUILDING

The Council felt that a permanent building for the Institution was necessary to cope with the expanding activities. The President informed the Council that land has been allotted for Defence Services Museum in DHOLA KUAN ENCLAVE. He agreed to examine the possibility of including suitable accommodation for USI in the same campus.

RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE

The Council considered the recommendations of the Executive Committee and the following decisions were taken:-

(a) Membership

- (i) Open the membership to University Professors and Research Scholars and corporate membership to the Universities.
- (ii) Permit Cadets of the final year to enrol themselves as members and to pay life membership fee of Rs. 150/- in easy instalments.

(b) Ex-officio members of the Council

- (i) Include Commandants, N.D.A., I.M.A. and equivalent Institutions of Navy and Air Force as ex-officio members of the Council.
- (ii) Question of coopting a certain number of members located in Delhi who take keen interest in the activities of USI in the Council should be examined.

(c) USI Journal

- (i) Rate of subscription for the Journal be revised to Rs. 5/- per copy.
- (ii) To explore the possibility of using the facilities of 56 APO for the dispatch of Journal be examined in consultation with the Director, Army Postal Services.
- (iii) As regards Security Clearance of the articles, the Council felt that the existing conditions need to be relaxed. It was decided that the problem may be brought to the notice of Shri H.C. SAREN, ICS and his guidance in the matter be sought.



(d) Grant-in-Aid

- (i) Council noted with satisfaction that the increased Grant-in-Aid of Rs. 25,000/- was paid to the Institution for 1967. It urged Government to continue the increased rate of grant in future.
- (ii) To approach the Board of Trustees of Canteen Profits fund for an annual grant of Rs. 25,000/- for a period of 10 years to enable the Institution to refurnish the Library and the Reading Room and to supplement the expenditure on the purchase of periodicals and books.

GOLD MEDAL COMPETITION

To institute a Gold Medal Essay Competition restricted to officers of the rank of Captain/Major and equivalent ranks of Navy and Air Force with ten years of the service.

CORRESPONDENCE COURSES

Publicity be given in the Journal to the success of the Correspondence Courses achieved by the members in the Promotion and Staff College Examinations.

USI BRANCHES

Question of opening of branches of USI in Commands should be further examined.

ESTABLISHMENT

In view of the expanding activities of the Journal and other publication it was agreed to appoint a Publication Officer on an honorarium of Rs. 150/- P.M., on a temporary basis. The position should be reviewed after one year. It was also decided to appoint a suitable ex-service officer, failing which a retired civilian of suitable status to supervise and co-ordinate the work relating to the Correspondence Courses. An out-of-pocket allowance varying between Rs. 250 - 300, according to the merits of the case was sanctioned for this appointment.

CENTENARY CELEBRATIONS

It was agreed to

- (a) publish Commemoration Volumes on the occasion. Maj Gen SOM DUTT was to be requested to submit specific proposals;
- (b) publish a special issue of the Journal;
- (c) introduce Institution Tie;
- (d) to institute Centenary Celebration Committee. The President of the Council was requested to nominate the members of this Committee.

#### FIXED DEPOSIT ACCOUNT IN LONDON

The Council decided to request the Reserve Bank of India to reconsider their decision for the closure of the Account. If, for technical reasons, retention of fixed Deposit Account is not feasible, the Reserve Bank may be requested to allow the Institution to transfer the amount from fixed Deposit to the Current Account in London.

#### ALLOCATION OF SECURITIES AND INVESTMENTS

The Council considered para 22 of the audit report for the year 1967 and approved allocation of Securities and investments earmarked for Building Fund, Training Fund and Revision Fund.

#### AUDITOR'S FEE

The Council agreed to raise the Audit fee to Rs. 250/- with effect from the year 1966.

#### DEARNESS ALLOWANCE FOR THE STAFF

It was decided to allow the increased rates of Dearness Allowance admissible to Central Government Employees of the corresponding categories from time to time to the existing permanent employees, viz. S/Shri J.C. Sharma and Ram Partap. As regards temporary employees on time-scale and consolidated rates of Pay, Council decided that the advice of the Finance Representative may be sought in regard to the extent of relief, the Institution could give to such employees.

#### GRANT OF U.D.C. SCALE OF PAY

The Council approved the proposal to promote Shri J.C. Sharma in the scale of Rs. 130-5-160-3-200-8-256-8-280 with effect from the 1st May, 1969. His initial in the higher scale may be fixed in accordance with the normal rules.



UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD ON  
FRIDAY, 28 JUN 74 AT 1500 HOURS IN THE  
USI LIBRARY READING ROOM, NEW DELHI

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PRESENT:-

Vice Admiral VA KAMATH, PVSM - President  
Vice Chief of the Naval Staff

Lt Gen ML THAPAN, PVSM  
Vice Chief of the Army Staff

Air Marshal HC DEWAN, PVSM  
Vice Chief of the Air Staff

Lt Gen MN BATRA, PVSM  
Commandant, National Defence College

Shri ML DAVE  
JS (P&W), Ministry of Defence

Air Commodore HR CHITNIS, AVSM, VM  
Director Training, Air Headquarters

Captain APS BINDRA, AVSM, IN  
Director of Naval Training, Naval Headquarters

Air Commodore KD SINGH, AVSM  
Director of Education, Air Headquarters

Maj Gen WAG PINTO, PVSM - Chairman  
Director of Military Training,  
Army Headquarters

Shri SA CHARI,  
DFA(AG), Ministry of Finance(Defence)

Col PYARA LAL, AVSM (Retd) - Secretary  
Secretary, United Service Institution of India

By special invitation:-

Shri BR BHARGAVA  
Institution's Chartered Accountant

1. APOLOGIES FOR ABSENCE

LT GEN SARTAJ SINGH, GM (Retd)  
Lt Gen MOTI SAGAR, PVSM (Retd)  
Lt Gen IS GILL, PVSM, MC  
Lt Gen NS NAIR, PVSM  
Maj Gen SP MALHOTRA, PVSM  
Maj Gen MR RAJWADE, PVSM, VSM, MC  
Brig NB GRANT, AVSM (Retd)

2. PRESIDENT'S REPORT

The President's Report for the years 1972 and 1973  
was received. The members noted with satisfaction  
and a sense of pride that the Institution has

completed its hundred years and today looks to the future with a measure of hope and confidence.

3. ACCOUNTS

The Statement of Accounts and the Auditors Report for 1972 were approved. The following decisions were taken:-

(a) Investments should continue to be in Govt. of India Securities, Unit Trust and Fixed Deposits for the period which can get the maximum interest;

(b) Depreciation -

Depreciation on assets to be maintained as at present.

(c) Cheques Returned Account -

Efforts should again be made to recover the amount.

4. GOLD MEDAL ESSAY COMPETITION

The Executive Committee was directed to examine the various recommendations received from the Council members and to select and finalise the subjects.

5. ANNUAL NATIONAL SECURITY LECTURES 1974

It was decided -

(a) Air Chief Marshal PC LAL, DFC (Retd) be again invited to deliver these lectures in Dec 74 or early in 75.

(b) Depending on Air Chief Marshal LAL's choice of dates, Field Marshal SHFJ MANEKSHAW, MC should be approached to deliver the lectures in Dec 74 or Feb-Mar 75 so that the year 1974 is not left without these lectures.

(c) Shri PN HAKSAR to be approached for the lectures, should it not be possible for Air Chief Marshal LAL and FM MANEKSHAW to accept the invitation. In any case, Shri PN HAKSAR's name to be kept for future lectures in 1976.

(d) The choice of the subjects for the lecture to be left to the discretion of the speaker. It should, however, deal with some aspect of our National Security.

6. NATIONAL SECURITY PAPERS

(a) It was decided -

(i) Instead of selection of subjects, we should first find out suitable officers in the Services/amongst scholars/Retired Service officers who would be prepared to undertake the writing of such research papers.

(ii) Those who volunteer to undertake these projects may be asked to submit the choice of their subjects.

- (iii) The present honorarium of Rs 500/- may be enhanced upto Rs 1,000/- depending on work entailed in the preparation of the paper and the original nature of the research.
- (iv) The Executive Committee was authorised to select and approve the suggested subject and to fix the appropriate honorarium.
- (v) Volunteers to undertake such subjects may be invited through the columns of USI Journal.
- (vi) As far as possible in the first instance choice should be from amongst the Service officers (serving and Retired) and those actively associated with Defence thinking and planning.

(b) Lt Gen MN BATRA, PVSM, Commandant, National Defence College stated that he will be prepared to make available some of the selected thesis written by student officers at the NDC for publication as National Security Papers or as Articles in the USI Journal provided Ministry of Defence have no objection.

#### 7. GRANT- IN AID

The President observed that at this critical stage in the life of the Institution and due to the price-hike all round it is necessary that the Govt is approached to reconsider its decision and to continue the grant. Secretary was asked to submit a detailed paper for consideration by the Chiefs of Staff Committee.

#### 8. MEMBERSHIP SUBSCRIPTION

In view of the continuous and abnormal rise in the cost of the printing of the Journal, paper, postage, and books for the Library, the Council reluctantly revised the subscription rates, which were fixed almost 100 years ago, as follows:-

##### (a) ORDINARY MEMBERS

- (i) Entrance fee - from Rs 10/- to Rs 20/-
- (ii) Annual subscription - from Rs 10/- to Rs 15/-

##### (b) LIFE MEMBERSHIP

- (i) Entrance fee - from Rs 10/- to Rs 20/-
- Life subscription - from Rs 150/- to Rs 250/-

##### (c) SUBSCRIBER MEMBERS

(Messrs, Institutions, establishments etc.)

From Rs 20/- to Rs 40/- per annum.

The revised subscription rates will apply with effect from 1st January, 1975.

#### 9. PAY & ALLOWANCES STAFF

Paper on Pay and Allowances was approved. The Executive Committee was asked to go into the details and finalise the pay structure of the staff. It was also decided



to make the revision of the Pay and Allowances effective from 1st July 1974.

10. USI BUILDING

On the recommendations of the Review Committee, the following decisions were taken:-

- (a) Site adjacent to the Railway Line in Dhaula Kuan was approved.
- (b) The construction of the Printing Press in the building to be undertaken in the first phase.
- (c) The structure should be two storey as far as the facade of the building is concerned. In any case foundation should be laid for two storey structure of the whole complex.
- (d) Possibility of underground accommodation to be explored for purposes of storage.
- (e) As far as possible, passages to be avoided to save on building costs.
- (f) The building should reflect both the functional activity as well as the tradition and past history of the Armed Forces.

11. REVIEW COMMITTEE

The following were nominated to be members of the Review Committee in place of Lt Gen MOTI SAGAR, PVSM (Retd) and Rear-admiral NP DUTTA:-

- (a) Lt Gen ML THAPAN, PVSM
- (b) Rear-admiral VEC BARBOZA, AVSM

12. PUBLICATION OF NATIONAL SECURITY LECTURES

In order to continue the series, the publication of lectures delivered by Shri PVR RAO, ICS (Retd), in the form of a book similar to that of the booklet produced on General CHAUDHURI's lectures, was approved, as soon as the paper situation improves.

13. The Council passed a vote of thanks to the Chair.

COL  
(P. K. LAL)  
SECRETARY  
22 Jul 74

President & Members of the Council

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD ON TUESDAY,  
18 OCT 77 AT 1500 HOURS IN THE USI LIBRARY

PRESENT:-

Lt Gen OP Malhotra, PVSM  
Vice Chief of the Army Staff

President

Air Marshal IH Latif, PVSM  
Vice Chief of the Air Staff

Vice Admiral PL Pereira, PVSM, AVSM  
Vice Chief of the Naval Staff

Lt Gen IS Gill, PVSM, MC  
GOC-in-C, Western Command

Lt Gen ML Thapan, PVSM (Retd)

Lt Gen Harbaksh Singh, Vrc (Retd)

Maj Gen SC Sinha  
Director of Military Training

Chairman

Air Commodore TJ Desa,  
Director of Training, Air Headquarters

Captain RR Sood, Vrc, NM  
Director of Naval Training, Naval HQ

Shri Har Mander Singh  
JS(G), Ministry of Defence

Shri VB Saxena  
AFA(AG) Ministry of Finance (Defence)

Colonel Ryara Lal, AVSM (Retd)

Secretary

By Special Invitation

Maj Gen Aban Naidu  
GOC, Delhi Area

Maj Gen TB Nanda  
DGW, Army Headquarters

Brigadier SE Mody  
DW(Army), Army Headquarters

Vice Admiral NP Datta, AVSM  
Deputy Chief of the Naval Staff

Shri MV Sathe  
Senior Architect  
EinC's Branch, Army Headquarters

Shri BR Bhargava  
Institution's Chartered Accountant

Shri AK Luthra  
Institution's Income Tax Consultant

Attended only to  
discuss item 3  
relating to  
USI Building.

Item 1. Apologies for Absence

- (a) Maj Gen KS Bajwa
- (b) Maj Gen AM Sethna, AVSM
- (c) Maj Gen BM Bhattacharjee, PVSM, MVC
- (d) Maj Gen SP Mahadevan, AVSM
- (e) Air Marshal TN Ghadiok, AVSM, VMC
- (f) Captain RH Tahilliani, AVSM
- (g) Wing Commander A Mazumdar
- (h) Brig NB Grant, AVSM(Retd)

Item 2. Minutes of the Council meeting held on 28 Jun 74 were approved.

Item 3. President's Report for the period ending 31 Dec 1974-76 was received. The members were satisfied with the continued progress maintained by the Institution in various spheres, and that its investments had steadily increased to a total of Rs 14,25,309.80. The members were informed that the accounts for the year 1973-76 were up to date.

Item 4. Accounts

The Statement of Accounts & Expenditure for the year 1973, 74, 75 & 76 were approved. The following decisions were taken:-

(a) As regards difference of Rs 10,927/- in the Bank account for the year 1973 immediate action be taken to reconcile this difference and the final findings by the Accountant and the Auditors be brought to the notice of the Council at its next meeting.

(b) The shortfall of Rs 150/- in petty cash account for the year 1974 be written off.

(c) Instead of the present practice of writing off depreciations on various assets, a separate Depreciation Reserve may be created which would keep the value of the assets in tact and the amount of depreciation provided every year shall be reflected separately in the Depreciation Reserve account.

(d) Evaluation of the rare books, medals, paintings should be carried out by expert evaluators and the insurance coverage taken for the value so determined.

Item 5. Investment of Existing Securities

The Council directed that as and when existing Securities matured, the amount will be reinvested in long-term deposits in such a manner that it earns the maximum return of interest. Under no circumstances will such amount of principal and interest there-fore be spent for any purpose without specific reference to the Council.



Item 6. Subscription Rates

The Council revised the subscription rates as stated below:-

(a) Ordinary Members

Annual subscription is to be increased from Rs 15 to Rs 20/-.

(b) Subscriber Members (Messses/Institutions/Establishments etc).

\* No change in the existing annual subscription of Rs 40/-.  
However the following long-term subscription (with concessions) were approved:-

(i) For 2 years	- Rs 75/-	} Subject to upward increase in future.
(ii) For 3 years	- Rs 110/-	
(iii) For 4 years	- Rs 140/-	
(iv) For 5 years	- Rs 175/-	

(c) The above increases will take effect from 1 January 1978.

(d) The case for the revival of grant-in-aid from the Govt. will be taken up again.

Item 7. Withdrawal of Ordinary or Life Membership Subscription

The Council unanimously decided that under no circumstances can withdrawal of subscription be allowed.

Item 8. Fund for the Proposed USI Building

The Council discussed in detail the plan of the building proposed by the Senior Architect. It took the following decisions:-

(a) The proposed building should not cater for more than 3 storeys with underground space for the press.

(b) The Senior Architect should prepare a few line drawings for consideration of the council.

(c) A comprehensive paper be prepared for the Chief of Staff Committee requesting that the Prime Minister be approached to sanction requisite funds for the building from the National Defence Fund as the Institution existed solely for the welfare of the Service Headquarters.

(d) Efforts be made to collect funds from the other sources as suggested by Lt Gen IS Gill, PVSM, MC, GOC-in-C, Western Command in his letter No 1641/24/GOCINC dated 23 May 77.

(e) Loan from Banks or any other agency will be the last resort and only for meeting the expenses of certain left over items after the main building was completed.

Item 9. Bold Medal Prize Essay Competitions and Suggestions for National Security Papers

The Executive Committee was directed to examine the various recommendations received from the Council members and to select and finalise the subjects. On a suggestion by Air Marshal IH Latif, PVSM, Vice Chief of the Air Staff, it was generally agreed that in future as far as possible subject of Inter-Service interest should be selected.

Item 10. Annual National Security Lectures

It was decided that the speaker and subject be selected after the delivery of 1977 lectures in Feb/Mar 1978.

Item 11. Scope of Reconnaissance Report for the Award of MacGregor Medal

The Council directed that the present criteria for the award of MacGregor Memorial Medal will continue to be followed and that officers and personnel of the three Services will be covered by these criteria.

Item 12. Investiture for the Presentation of MacGregor Gold/Silver Medal

The Council agreed that the Investiture be held in the month of Jan 1978 to coincide with the Republic Day Celebrations.

Item 13. Amendment to the Rule of Council Election

It was decided that:-

(a) Election of Council members will be held once in every three years.

(b) The present members elected in 1974 will continue till the middle of 1978 by which date the election of new members would be completed.

(c) The following amendments to the rules were approved:-

(i) In Section 5, Rule 1 (as amended)

for "Annually"

Read "Every three years"

(ii) In Section 5, Rule 2

for "In March each year"

Read "In March of the year in which election is to be held."

Item 14. Lt Gen ML Thapan's Report on Pay and Allowances of member of the staff

The Council approved the recommendations made in Lt Gen ML Thapan's report.

Item 15. Retention of Shri Sajjan Singh and Shri VL Sachdeva beyond the

The Council approved the following:-

(a) Shri Sajjan Singh and Shri VL Sachdeva be allowed to serve upto the age of 65 years on yearly basis subject to the their being fit in all respects.

(b) The above is not to be treated as a precedent. Each case will be considered on its own merit and above all depending upon the requirement of the Institution at that point of time.

(c) The normal age of retirement for retired re-employed persons will continue to be 62 years.

Sd/-

Col.  
(PYARA 196)  
SECRETARY  
20 Dec 77

Distribution:

President and Members of the Council

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD ON TUESDAY,  
THE 9TH JANUARY 1979 AT 1500 HOURS IN THE  
USI LIBRARY

PRESENT:-

Vice Admiral RL Pereira, PVSM, AVSM                      President  
Vice Chief of the Naval Staff

Lt Gen SL Menezes, PVSM, SC  
Vice Chief of the Army Staff

Air Marshal E Dhasigara, PVSM, KC  
Vice Chief of the Air Staff

Lt Gen WAG Pinto, PVSM  
Commandant, National Defence College

Maj Gen SC Sinha    Chairman  
Director of Military Training  
Army Headquarters

Group Captain SB Puranik  
JD Training (F)  
Rep Director of Training  
Air Headquarters

Captain RR Sood, Vr C, NM  
Director Naval Training  
Naval Headquarters

Shri Har Mandar Singh  
Joint Secretary (G)  
Ministry of Defence

Shri J.N. Kaul  
AFA (AG)  
Rep DFA (AG)

New Members

Lt Gen VK Krishna Rao, PVSM  
Deputy Chief of the Army Staff

Rear Admiral MK Roy, AVSM  
Directing Staff (Navy)  
National Defence College

Brig Rai Singh, MVC, VSM  
Deputy Director Security  
Directorate General of Security

Colonel Pyara Lal, AVSM (Retd)                              Secretary



BY SPECIAL INVITATION

Lt Col CM Gupta, VSM  
AQ Headquarters Delhi Area  
Rep GOC Delhi Area

Maj Gen SN Sharma, AVSM  
DGW,  
E-in-C's Branch,  
Army Headquarters

Shri B.D. Kshirsagar  
Senior Architect,  
E-in-C's Branch,  
Army Headquarters

Attended only to discuss  
item 7 of the Agenda  
relating to revised plans  
of USI Building.

Shri B.R. Bhargava  
Institution's Chartered Accountant

Shri A.K. Luthra  
Institution's Income-Tax Consultant

Item 1. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received from the following :-

- (a) Lt Gen IS Gill, PVSM, MC
- (b) Lt Gen Harbakhsh Singh, Vrc (Retd)
- (c) Maj Gen Mohinder Singh, AVSM
- (d) Brig NB Grant, AVSM (Retd)

Item 2. TO PASS VOTE OF THANKS FOR THE OUTGOING PRESIDENT OF THE COUNCIL, AIR CHIEF MARSHAL IH LATIF, PVSM CHIEF OF THE AIR STAFF AND TO WELCOME THE NEW PRESIDENT, VICE ADMIRAL RL PEREIRA, PVSM, AVSM, VICE CHIEF OF THE NAVAL STAFF, AND NEW COUNCIL MEMBERS

- 1. The Council passed a Vote of thanks for the outgoing President of the Council of the Institution, Air Chief Marshal IH Latif, PVSM, Chief of the Air Staff, for his great interest and contribution as President of the Council of the Institution.
- 2. The Council welcomed the new President, Vice Admiral RL Pereira, PVSM, AVSM, Vice Chief of the Naval Staff.

Item 3. TO APPROVE MINUTES OF THE COUNCIL MEETING HELD ON 18 OCT 77

- 1. Minutes of the Council meeting held on 18 Oct 77 were approved.
- 2. The following were declared elected/re-elected to the Council for the period 1979 to 1981. They were welcomed by the President on behalf of the Council :-

- (a) Rear Admiral MK Roy, AVSM
- (b) Lt Gen VK Krishna Rao, PVSM
- (c) Lt Gen IS Gill, PVSM, MC (Re-elected)
- (d) Maj Gen SC Sinha
- (e) Brig NB Grant, AVSM (Retd) (Re-elected)
- (f) Brig Rai Singh, MVC, VSM
- (g) Wing Commander A Mazumdar (Re-elected)
- (h) Maj Gen KS Bajwa (Re-elected)
- (j) Brigadier RK Anand
- (k) Lt Gen Harbakhsh Singh, Vrc (Retd) (Re-elected)
- (l) Lt Col GL Bakshi

3. The Council also thanked the following outgoing members for their keen interest in the activities of the Institution and the guidance they gave during their term as members :-

- (a) Vice Admiral EH Tahiliani, AVSM
- (b) Lt Gen RN Batra
- (c) Maj Gen SP Mahadevan, AVSM
- (d) Maj Gen RDR Anand, PVSM
- (e) Air Commodore Surinder Singh, AVSM
- (f) Maj Gen B. Irani

Item 4. TO RECEIVE PRESIDENT'S REPORT FOR THE PERIOD  
ENDING 31 DEC 1977/78

1. President's Report for the period ending 31 Dec 1977/78 was received. The members were satisfied to record a sounder financial position than could reasonably be anticipated a decade ago. The President emphasised that the present policy of investment on long term basis should continue until a corpus of Rs 50/60 lakhs was made up, which is the minimum to run the Institution. They were equally satisfied with the continuous progress maintained by the Institution in the various spheres of its activities. The President, however, emphasised the need to enlarge membership of the Institution particularly from the Air Force and Navy. He also observed that every ship in the Navy be asked to subscribe to the USI Journal and requested other Services to enrol as many subscribers on long term basis as they could. He was unhappy with the response for Gold Medal Essays Competition and said that greater publicity and propaganda and efforts on the part of Commanders at all levels would secure larger entries. He also felt that we should tap Staff College and other Training Institutions for articles for the Journal.

2. Finally, he felt that the Institution has now turned the corner and has come up to a stage where it is possible to enlarge its activities and it would be desirable that the 3 Services Headquarters should make greater use of the expertise gained by the Institution in academic and educational spheres. He concluded by saying that we should now make all our efforts to construct our own permanent building. Towards this end he made mention of the paper put up to the Deputy Prime Minister (Defence) for an outright grant from the MDF for the construction of the new USI Building. Till this grant was sanctioned he felt that the three Services should be approached for an interest free loan of Rs 10.00 lakhs each so that work on the building could get started without any further loss in time. Our next two years should as well be devoted to USI permanent home. He was very anxious that plans should be thoroughly looked into so that we do not only build up for today but also for tomorrow.

Item 5. TO RECEIVE STATEMENT OF ACCOUNT AND EXPENDITURE FOR THE YEAR 1977

Statement of Account & Expenditure for the year 1977 was approved.

Item 6. TO STRIKE OFF THE ROLL OF MEMBERS NAMES OF THOSE WHO HAVE NOT PAID THEIR SUBSCRIPTION

To be written off.

Item 7. TO RECEIVE REPORT OF THE PROGRESS MADE TOWARDS REVISED PLAN OF THE PROPOSED USI BUILDING AND COLLECTION OF FUNDS

1. A Steering Committee was set up to :-

- (a) Examine the plans in detail.
- (b) Pursue the matter of allotment of additional land.
- (c) Raise funds for the building.

2. The following were nominated as members of this Committee :-

- (a) Lt Gen SL Menezes, PVSM, SC, - Chairman  
Vice Chief of the Army Staff
- (b) Rear Admiral MK Roy, AVSM - Member  
Directing Staff (Navy)  
National Defence College
- (c) Maj Gen SN Sharma, AVSM - Member  
DGW,  
E-in-C's Branch, Army HQ.
- (d) Air Commodore S Raghavendran, - Member  
AVSM,  
Director of Training, Air HQ
- (e) Shri Jugal Kishore - Member  
DFA (AG)



Item 8. TO ELECT THE CHAIRMAN AND MEMBERS OF THE EXECUTIVE COMMITTEE

The following, except for the last named, were re-elected as members of the Executive Committee :-

- (a) Major General S C Sinha  
Director of Military Training  
Army Headquarters
- (b) Air Commodore S Raghavendran, AVSM  
Director of Training  
Air Headquarters
- (c) Captain RR Sood, Vrc, NM  
Director Naval Training  
Naval Headquarters
- (d) Shri Har Mandar Singh  
Joint Secretary (G)  
Ministry of Defence
- (e) Shri Jugal Kishore  
DFA (AG)  
Ministry of Finance (Defence)
- (f) Lt Gen Harbakhsh Singh, Vrc (Retd)

Item 9. TO CONSIDER SUBJECTS FOR GOLD MEDAL ESSAYS COMPETITION

The Council directed the Executive Committee to go into recommendations received from members and to finalise the subjects for the year 1979.

Item 10. TO CONSIDER SUBJECTS FOR NATIONAL SECURITY PAPERS

The Council directed that the Executive Committee should examine the recommendations received today and if necessary to ask for more recommendations, and select another six subjects for research for 1979.

Item 11. TO CONSIDER SUBJECTS FOR NATIONAL SECURITY LECTURES- 1979/80 AND DECIDE THE SPEAKER

The Council approved that the following may be approached to deliver lectures for 1979, 1980 and 1981 :-

Name

Suggested subject for lectures

- (a) Shri RK Narayanan How much our Defence Policies are affected by the part played by Indian Diplomacy in World Affairs

OR

China's Strategic Posture in the 1980's and its implications for our National Security.

<u>Name</u>	<u>Suggested subject for lectures</u>
(b) Professor MCK Menon Ex-Scientific Adviser to the Defence Minister	Defence Research and Development- A blue-print for self-reliance
(c) Field Marshal SHFJ Manekshaw, MC	India's Problems of National Security in the 1980's.

Item 12. TO CONSIDER SUBJECTS FOR FUTURE SEMINARS

The Council directed the Executive Committee to make a selection of subjects for Seminars in 1979 and 1980.

Item 13. TO CONSIDER OPENING OF USI CELL IN ONE OF THE  
COMMAND HEADQUARTERS AND APPOINT A LIAISON OFFICER  
TO LOOK AFTER IT

1. The Council approved opening of a USI Liaison Cell in Southern Command as an experiment.
2. Brig NB Grant, AVSM (Retd) newly re-elected member of the Council may be approached to look after this Cell, as a Liaison Officer. Brig Grant may be authorised expenditure towards transport of Rs 150/- per month, which will be reimbursed to him by the Institution.
3. Overhead charges for stationery etc. may be discussed with Brig Grant and the Institution was authorised to spend on this account a maximum of Rs. 2,000/-.

Item 14. TO CONSIDER INTRODUCTION OF USI FELLOWSHIP

The Council decided to postpone the introduction of Fellowship for a year.

Item 15. TO CONSIDER INTRODUCTION OF CORRESPONDENCE COURSES  
AT POST-GRADUATE LEVEL IN DEFENCE STUDIES AND  
INTERNATIONAL AFFAIRS

1. The Council accepted the proposal for setting up Post-Graduate Courses in the above Disciplines, in principle.
2. It also authorised the Executive Committee to approach the various Universities and work out various modalities for consideration of the Council.

Item 16. TO CONSIDER INTRODUCTION OF USI MEMBERSHIP FEE

The Council approved the suggestion and directed that Executive Committee should put up some designs for the approval of the Council.

Item 17. TO CONSIDER INTRODUCTION OF LIGHT READING SECTION  
IN USI LIBRARY

1. Due to present financial state it was decided to postpone this project for the time being.

2. The Council raised the allotment of funds for the purchase of books and journals from Rs 25,000/- to Rs 40,000/-.

Item 18. TO CONSIDER INTRODUCTION OF PRIZES FOR OFFICERS WHO OBTAIN TOP POSITIONS FROM AMONGST OFFICERS JOINING STAFF COLLEGE COURSE CONDUCTED BY THE USI

Approved.

The Council passed a vote of thanks to the Chair.

COL  
(PYARA LAL)  
SECRETARY  
23 FEB 79

DISTRIBUTION:-

PRESIDENT COUNCIL USI

MEMBERS OF THE COUNCIL U S I



UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD ON THURSDAY,  
THE 25TH SEPTEMBER 1980 AT 1430 HOURS IN THE  
USI LIBRARY

PRESENT:-

Air Marshal LS Grewal, PVSM, AVSM, Vrc President  
Vice Chief of the Air Staff  
and President, Council USI

Lt Gen AM Sethna, AVSM  
Vice Chief of the Army Staff  
and Vice-President Council USI

Vice Admiral MR Schunker, AVSM  
Vice Chief of the Naval Staff  
and Vice-President Council USI

Vice Admiral MK Roy, AVSM  
Flag Officer Commanding-in-Chief  
Eastern Naval Command

Lt Gen KV Krishna Rao, PVSM  
General Officer Commanding-in-Chief  
Western Command

Lt Gen S S Brar Chairman  
Director General Military Training  
and Chairman, Executive Committee USI

Lt Gen Harbakhsh Singh, Vrc (Retd)  
Member Executive Committee USI

Air Commodore PD Dogra  
Director of Training  
Air Headquarters

Brig Rai Singh, MVC, VSM  
Deputy Director (Operations)  
Directorate-General Border Security Force

Shri CP Kohli  
DFA (A)  
Min of Fin(Def)

Captain Vishnu Bhagwat  
Director Naval Training  
Naval Headquarters

BY SPECIAL INVITATION

Maj Gen N Ramachandran, PVSM  
GOC Delhi Area

Lt Col NJ Gurung  
AGM  
HQ Delhi Area

Brig Krishna Chandra  
Offg DGW  
E-in-C's Branch

Shri ML Maini  
Chief Architect  
E-in-C's Branch

To discuss item No 8  
of the Agenda

S. P. AK Luthra  
Chartered Accountant  
Income Tax Consultant

Colonel Pyara Lal, AVSM

Member/Secretary

Item 1. TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received from the following:-

- (a) Maj Gen SC Sinha
- (b) Maj Gen Mohinder Singh
- (c) Lt Gen IS Gill, PVSM, MC (Retd)
- (d) Lt Col GL Bakshi
- (e) Brig NB Grant, AVSM
- (f) Maj Gen BM Bhattacharjee, PVSM, MVC (Retd)
- (g) Brig RK Anand

Item 2. TO PASS VOTE OF THANKS FOR THE OUTGOING PRESIDENT OF THE COUNCIL, LT GEN SL MENEZES, PVSM, SC FORMER VICE CHIEF OF THE ARMY STAFF AND TO WELCOME THE NEW PRESIDENT, AIR MARSHAL LS CREWAL, PVSM, AVSM, VRC, VICE CHIEF OF THE AIR STAFF

1. The Council passed a vote of thanks for the outgoing President of the Council, Lt Gen SL Menezes, PVSM, SC, former Vice Chief of the Army Staff for his interest in the Institution's development programmes as President of the Council of the Institution.
2. The Council welcomed the new President, Air Marshal LS Crewal, PVSM, AVSM, Vrc, Vice Chief of the Air Staff.

Item 3. TO APPROVE MINUTES OF THE COUNCIL MEETING HELD ON 9TH JANUARY 1979

1. Minutes of the Council meeting held on 9th January 1979 were confirmed.

Item 4. TO RECEIVE PRESIDENT'S REPORT FOR THE PERIOD ENDING DEC 1979

1. President's Report for the period ending 31 Dec 1979 was received. The members were satisfied to record continued satisfactory financial position of the Institution and the steady growth in its activities. The President observed that financially the next decade is most crucial in the life of the Institution and we should continue to be judicious in our expenditure and effect economies wherever it is possible. Expansion of the staff be done very carefully.
2. The President pointed out that the membership of the Institution was disappointing and felt that a vigorous campaign should be undertaken to attract larger numbers for membership. The President also impressed upon the Council members that we should now seriously progress the case for allotment of extra land. We should concentrate on starting the construction work as early as possible. He also felt that we need to multiply our efforts to raise requisite funds for the Building. Finally, he felt that the Institution is well placed to leap forward

into a period of expanded programme. He asked the members of the Council to come forward with concrete proposals to improve upon the present activities of the Institution. He felt that if the Institution is to play its legitimate role, we in the Council and Service Headquarters must take an active and continuous interest in its activities. He requested the local Council members to get themselves closely associated with the development activities of the Institution.

Item 5. TO RECEIVE BALANCE SHEETS AND STATEMENTS OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEARS 1978 & 1979

1. The Statements of Accounts & Expenditure for the years 1978 & 1979 were approved. It was observed that the word 'nicely' in the Auditors' Report should be substituted by "correctly".

Item 6. TO STRIKE OFF THE ROLL OF MEMBERS NAMES OF THOSE WHO HAVE NOT PAID THEIR SUBSCRIPTION

1. To be written off.

Item 7. TO ELECT THE CHAIRMAN AND MEMBERS OF THE EXECUTIVE COMMITTEE

1. The following were formally elected as members of the Executive Committee:-

- (a) Lt Gen S S Brar  
DG MT, Army Headquarters Chairman
- (b) Lt Gen Harbakhsh Singh, Vrc (Retd)
- (c) Shri KA Nambiar  
Joint Secretary (G)  
Ministry of Defence
- (d) Captain Vishnu Bhagwat IN  
Director Naval Training  
Naval Headquarters
- (e) Air Commodore PD Dogra  
Director of Training  
Air Headquarters
- (f) Shri OP Kohli  
DFA (AG)  
Min of Fin (Def)
- (g) Col Pyara Lal, AVSM  
Secretary-Member

Item 8. TO RECEIVE REPORT OF THE PROGRESS MADE TOWARDS PROPOSED UST BUILDING AND COLLECTION OF FUNDS

1. The Vice Chief of the Army Staff gave a short resume of a joint recce of the site on 24th Sep 1980. He pointed out that there was unanimous consensus that the Institution should be given the extra 3 acres of land. He pointed out that the balance of the land i.e. 1.8 acres is being considered for allotment for war widows hostel. The GOC-in-C Western Command felt that this will not be the ideal place for such a hostel and he said the land for this purpose could be considered by him in some other locality in the Cantonment. The members were

most anxious that the construction work must begin at the earliest and suggested that a phased programme should now be worked out. Architects could go ahead and prepare a plan for 6 acres of land.

2. It was also suggested that:-

(a) we should now go once again to the Prime Minister for allotment of funds from the National Defence Fund.

(b) We should approach her to lay the Foundation Stone of the Building.

(c) It was suggested that we should go out to Commands for donations towards the Building.

Item 9. TO CONSIDER AND APPROVE RECOMMENDATIONS OF EXECUTIVE COMMITTEE ON THE EXPERT COMMITTEE'S REPORT ON PAY STRUCTURE AND STAFFING PATTERN OF USI

1. The Council approved:-

(a) The Pay Scales as recommended by the Expert Committee.

(b) The Terms & Conditions of service of the Institution's employees as modified by the Executive Committee.

(c) As regards staff structure the Council approved it in principle. Its implementation was left to the Chairman and the Executive Committee of the Institution.

(d) The Council recorded their appreciation and thanks to Vice Admiral MK Roy, AVSM, FOC-in-C Eastern Naval Command and his colleagues of the Expert Committee for the hard work they had put in in the preparation of the Report.

Item 10. TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR GOLD MEDAL ESSAY COMPETITIONS (A) & (B) FOR 1978 AND SUBJECTS FOR 1980 COMPETITIONS

1. The Council approved the subjects for Gold Medal Essay Competitions for 1980 as recommended by the Executive Committee for Essay Competition (A) - Open to All Officers and Essay Competition (B) - Open to Officers upto the Rank of Major and their Equivalents in Navy and Air Force with not more than 10 years service.

Item 11- TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR NATIONAL SECURITY PAPERS FOR 1980

1. The Executive Committee's recommendations were approved. The Council emphasised that greater efforts should be made to persuade the authors to write these Papers.

Item 12. TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR NATIONAL SECURITY LECTURES FOR 1980/81

1. The Council approved the recommendations of the Executive Committee and suggested that Field Marshal SHFJ Manekshaw, MC should be approached first to



deliver National Security Lectures in 1981.

2. The name of Shri LK Jha Governor of J&K was also recommended to be one of the speakers in future.
3. The Council felt that the subjects for National Security Lectures should be very carefully discussed and should have some concrete theme.

Item 13. TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR USI SEMINARS FOR 1980

1. The Council accepted the recommendations of Executive Committee.
2. The first Seminar is to be held in the coming winter and is to be chaired by Lt Gen AM Vohra, PVSM (Retd) on "THE MILITARY THREAT IN THE NINETEEN EIGHTIES".

Item 14. TO REVIEW THE PROGRESS OF OPENING OF USI CELL IN PUNE

1. The Council approved the designation of the USI Centre as a Sub-Branch. The Charter of Duties was approved.
2. It was suggested that the local Executive Committee may now be headed by the GOC-in-C, Southern Command as one of the Vice-Presidents of the Council of the Institution and as President of the local Executive Committee.
3. It was also suggested that Commandant INS SHIVAJI should be made a member of the local Executive Committee.

Item 15. TO CONSIDER THE INTRODUCTION OF USI FELLOWSHIP

1. Introduction of USI Fellowship was approved in principle. The following was suggested:-
  - (a) To begin with only one Fellowship be offered.
  - (b) Rules and Regulations should be worked out in conjunction with University Grants Commission and Jawaharlal Nehru University.
  - (c) Possibility of such a Fellow being able to get the D.Phil for his research should also be explored.

Item 16. TO REVIEW THE PROGRESS MADE IN THE INTRODUCTION OF CORRESPONDENCE COURSES AT POST GRADUATE LEVEL IN DEFENCE STUDIES AND INTERNATIONAL RELATIONS

1. The Council felt that we should pursue this matter urgently with Jawaharlal Nehru University. The Executive Committee should look out for some other avenues as to how to introduce such courses.

Item 17. TO CONSIDER STEPS TO START A REGULAR CENTRE FOR TRAINING IN BUSINESS MANAGEMENT AND ALLIED SUBJECTS FOR RESETTLEMENT OF OFFICERS

1. The Council felt that this may be kept in abeyance for the present.

Item 18. TO CONSIDER BRINGING OUT 10 TO 15 VOLUMES OF SELECTED ARTICLES FROM THE EXISTING OVER 100 VOLUMES OF THE USI JOURNAL

1. The Council felt that this project should be kept in abeyance for the time being.

Item 19. TO CONSIDER AMENDMENT OF EXISTING RULES & REGULATIONS REGARDING AWARD OF MACGREGOR MEMORIAL MEDAL

1. The Council felt that a committee of 3 Directors of Military Operations should go into the question of the existing Rules & Regulations and put forward concrete proposals for the award of this medal, for the consideration of the Council.

Item 20. TO CONSIDER AND APPROVE THE RECOMMENDATIONS OF THE JUDGES ON THE RECONNAISSANCE REPORTS FROM (a) COL N KUMAR, PVSM, AVSM & (b) COL VV DHIALE, AVSM

1. Recommendations of the Judges were approved.

Item 21. TO CONSIDER AND APPROVE DESIGN OF USI MEMBERSHIP TIE

1. The Council felt that we should get a sample depicting the full Crest of the Institution and to put up the same to the Council for its consideration at the next meeting.

Item 22. PUBLICATIONS OF THE USI

1. The Council felt that we should bring out small pamphlets on Publications and these should be distributed to various Universities and Training Establishments.

Item 23. MEMBERSHIP DRIVE

1. The President of the Council suggested the:-

(a) appointment of Liaison Officers from Navy and Air Force;

(b) involvement of GOSC-in-C with the Council;

(c) bringing out of a Leaflet on the facilities being offered by the Institution to encourage officers to join the Institution;

(d) making of special concessions to officers passing out of IMA. Perhaps they could be allowed to make payments in 5 instalments; and

(e) that renewed efforts should be made to encourage officers to join:-

(i) When they are at Training Academies; and

(ii) at various Training Institutions.

Item 24. RETIREMENT AGE

1. Having approved the recommendations of the Expert Committee regarding retirement age of employees of the Institution, the Council directed the Secretary to take steps to fill

the posts within next six months that will fall vacant as a result of the implementation of this decision.

Item 25. LETTER OF MAJOR GENERAL HABIBULLAH (RETD)

1. The Council considered the letter of Maj Gen Habibullah (Retd). It directed that selection of articles for the Journal be done with greater care and Maj Gen Habibullah informed accordingly.

Item 26. VOTE OF THANKS TO THE PRESIDENT, COUNCIL USI

1. The Council passed a vote of thanks to the Chair.

COL  
(PYARA LAL)  
SECRETARY  
DEC 80

DISTRIBUTION:-

President, Council USI

Members of the Council, USI.

UNITED SERVICE INSTITUTION OF INDIA

PRESIDENT'S REPORT FOR THE PERIOD  
ENDING 31 DEC 1977/78

1. I have great pleasure to welcome you to the Annual Meeting of the Council. The year 1977-78 has been one mainly of consolidation and of the development of activities originated in earlier years. It is a matter of great satisfaction to be able to record a sounder financial position than could be reasonably anticipated a decade ago.

FINANCIAL

2. I am glad to say that the progress achieved in the previous year in respect of maintenance of accounts and finalisation of audit has been maintained during the year under review. The accounts for the year ended 31 Dec 1977 have already been audited and the relevant statement of Income and Expenditure as also the Balance Sheet have been circulated. I am sure all the members have gone through the same.

3. As far as the accounts are concerned, I would like to mention that there is no adverse remark in the audit report rendered by the auditors. Instead, the auditors have been pleased to remark that the accounts have been maintained 'nicely'. The accounts for the year 1973 which were under adverse remarks by the auditors have been redrawn and the discrepancy in State Bank of India Account has been reconciled.

4. Some members who still continue to subscribe for membership at old rates of Rs 10/- a year have been requested to send enhanced subscription at the rate of Rs 20/- wef 1.1.78. They have also been asked to clear arrears due from them as a result of enhanced subscription.

5. The following statements indicate the total investments made by your Institution out of savings made from the Courses :-

<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
Rs	Rs	Rs	Rs	Rs
9,50,253.40	10,35,073.40	12,20,243.20	14,25,309.80	16,47,934.30

6. It may be observed from the above that :-

(a) As compared to the previous year the investment has increased by Rs 2.22 lakhs.

(b) While comparing the investments as on 31-12-77 with the year 1973 I am happy to submit that there is a net increase of Rs 7.00 lakhs. In other words the Institute has increased its investments by 30% over a period of 5 years.

(c) The main source of income is still from the Courses, and the improvement in the financial position is despite the fact that normal activities of the Institution continue to be subsidised from the savings from Courses. During the year under review, a deficit of Rs 1,174.62 had to be met from the Courses towards normal activities. This deficit has been reduced in the current year due to increase in the subscription from Rs 15/- to Rs 20/- wef 1 Jan 1978.



7. Accounts for the financial year ended on the 31st December 1973 have not yet been audited but the overall financial position for the year is very satisfactory. We are likely to earn a net surplus of approximately Rs 2,25,000.00 from Courses after meeting all expenditure. The long term investments at the end of the financial year shall be to the tune of approximately Rs 20,37,820.00 resulting in a net increase of approximately Rs 3,39,835.20 during the year.

8. The case for permanent exemption from payment of Income-Tax is being vigorously pursued by our Income-Tax Consultant - M/s Jaitly & Luthra. The Chairman - Maj Gen SC Sinha has personally met the officer in the Finance Ministry dealing with the case. It was stressed that the Institution was not a profit making body and that the entire savings were being spent only for the purpose for which the Institution was established. The Chairman has also made a request in writing to the Defence Secretary for use of his good offices in the matter. In case the Finance Ministry does not give us necessary exemption from payment of Income-Tax, your Institution may have to pay a very huge amount by way of Income-Tax and penalties etc. This will not only erode into our savings but would reverse the entire progressive trend. However, all possible efforts are continued to get the exemption to which we are sure we are entitled.

9. As in the previous year all our efforts were continued in 1977 to keep the expenditure at the lowest possible level and inspite of substantial increase all over, your Institution was able to make a net savings of Rs 1,60,937.76 from the Courses. The entire staff was fully employed and only casual workers were employed on an ad-hoc basis to take care of the increased workload and extraordinary rush of work.

10. The rising cost of paper, printing and postage etc. necessitated the membership fee of the Institution to be increased from Rs 15/- to Rs 20/- with effect from 1 January 1973. A scheme for concessional subscription of Journal based on a period ranging from 2 to 5 years was introduced with effect from 1 January 1973 and the impact of this scheme is, for the present, somewhat, discouraging. Apart from this, printing of copies of Journal is kept to the absolute minimum depending on requirement for actual distribution to members.

11. At present there is a net saving of Rs 2.00 lakhs per year and this according to me and keeping in view the expansion programme is far below the amount that would be required to run an educational Institution of the magnitude of United Service Institution of India. The Institute will require Rs 5 to 7 lakhs each year to meet the cost of its proposed activities. This can be met by ---

(a) Annual income from membership subscription, Courses and other activities such as sale of publications. Currently it is approximating Rs 2.00 lakhs per annum and it can be assumed that this will be maintained.

(b) Creating a capital fund of Rs 50/60 lakhs which at 9% interest will yield an interest income of Rs 5/6 lakhs per annum. If all the Fixed Deposits including the income received are reinvested as renewal on maturity, and the annual income also placed in Fixed Deposits, then it would be possible to have such a fund by the year 1986.

(Contd on 2).....

It should be possible for the Institute to become self supporting from 1986, and I would recommend to the Council that we continue the investment policy till a capital fund of Rs 50/60 lakhs is available for running the Institute.

#### USI PERMANENT BUILDING

12. As decided at the last Council meeting a comprehensive proposal was submitted to the Chiefs of Staff Committee requesting that the Prime Minister may be approached to sanction the requisite funds for the USI Building from the National Defence Fund. The Chiefs of Staff Committee have very kindly agreed to recommend the case to the Government. The case will now be progressed by the Director Military Wing, Cabinet Sectt. I think the time has come that we should now apply our mind to the problem in all seriousness so that requisite funds become available. I do not wish to say more on the subject as we shall be discussing it as a part of the Agenda.

#### MEMBERSHIP

13. The following figures show the number of members in 1978 compared with the members for the previous years :-

	<u>1976</u>	<u>1977</u>	<u>1978</u>
(a) Ordinary members	1,463	1,576	2,401
(b) Life members	330	942	1,020
(c) Credit Advice members	435	430	432

14. Unfortunately majority of the members continue to join the Institution only to avail of the facility of Correspondence Courses run by the Institution. In 1977 out of a total of 1,078 new members (exclusive of 78 life members) only 438 renewed their membership out of which 378 were for Courses again. It will thus be seen that from amongst those who joined in 1977 not more than 68 Officers renewed their ordinary membership of the Institution in 1978 for reasons other than Correspondence Courses. In earlier years this figure has been as low as 40-50 members. This further highlights that the Correspondence Courses continue to be the main stay of the Institution and but for the income from these all other activities would come to a standstill, including the membership.

15. Again I would like to bring to your notice that a great majority of members continue to be from the Army with a meagre share from the Air Force and virtually few from the Navy. This has been the pattern over the years and the obvious reason is that the Institution does not run any Courses for the Navy and the Air Force do not come in large numbers to join the Courses. There is no indication on the part of officers to become members in the normal way. This I feel, is a regrettable feature. I would like all of you present here, specially Air Force and Navy members to popularise the Institution and ensure that large number of officers from all the 3 Services enrol themselves as members to make it "United Service" Institution in the real sense of the word. I would like the Executive Committee to go into this problem and suggest adequate measures whereby Officers from all the 3 Services become members of the Institution. We should also make efforts to enrol members from All India Services. In the past we have had the privilege of some very distinguished civil servants as life-long members of the Institution.

## JOURNAL

16. Journal circulation stands at 4,402 per quarterly issue of which some 3,736 go to members in India, 436 go to regular subscribers, 67 to overseas members, 63 are sent as complimentary copies or exchange copies to Universities, research organisations and other professional journals. This is the only professional journal of its kind in the country but I regret to say that we continue to face the problem of paucity of worthwhile material and requirements of security clearance. In fact the year 1977/78 has been particularly unfortunate for the Journal. Distribution of Oct-Dec 77, Jan-Mar & Apr-Jun 78 issues had to be withheld on security grounds. The articles had been cleared but subsequently it was required that certain articles be "scissored". This meant reprinting the pages with fresh material with consequent loss of paper and additional printing charges. It put the Journal in 1978 completely out of gear. We are now attempting to publish Jul-Sep & Oct-Dec 78 issues at two different presses to make up for the loss of time. Naturally this has also resulted in flood of complaints from members outside Delhi for whom the Journal is the "Institution".

17. Last year the Council introduced a scheme for concessional subscription of Journal. The impact of this scheme has been lukewarm. I think we need to give a greater publicity to ensure that most of Units/Ships join the Institution under this scheme.

### Under 2 years concessional scheme

No of Units joined = 125                      Rs 4,375.00

### Under 3 years concessional scheme

No of Units joined = 20                      Rs 1,400.00

### Under 4 years concessional scheme

No of Units joined = 1                      Rs 100.00

### Under 5 years concessional scheme

No of units joined = 33                      Rs 4,230.00

Total:-                      Rs 10,165.00

## GOLD MEDAL ESSAYS COMPETITION

18. Gold Medal essays are another source of material for the Journal but here again the response from our officers continues to be poor. In 1977, there were only 3 entries and none was considered to merit consideration for the award of Gold Medal. It is sad that these Medals go abegging year after year. We have made no Gold Medal award since 1970 though cash awards have been made for the years 1970, 1971 and 1974. I am sure with little interest on the part of Commanders we could get a larger number of entries. I would like Executive Committee to go into this question as to how we can make these Competitions more popular.

(Cont'd on 5)

LIBRARY

19. The Library expanded further during 1977/78 and there were 536 acquisitions

YEAR	NO OF BOOKS PURCHASED	TOTAL COST Rs	NO OF BOOKS RECD FOR REVIEW	NO OF BOOKS RECD AS GRATIS
1977	159	14,738.97	13	113
1978	130	15,864.04	31	30

TOTAL NO OF BOOKS ADDED : 536

20. The position relating to the acquisition of Journals during the year 1977/78 is given below :-

YEAR	NO PURCHASED	TOTAL COST Rs	EXCHANGE JOURNALS	COST Rs	COMPLI- MENTARY	TOTAL NO OF JOURNALS
1977	51	10,502.00	54	3,252.65	25	130
1978	45	10,545.00	56	3,370.00	27	123

21. The above data further brings to light the following :-

(a) The number of books purchased for the Library is very small (though the number of books being published in the field of Defence Affairs is on the increase) in spite of increased allocation of funds for the purpose.

(b) The funds required for the 'core' collection of published books and journals would be about Rs 1,25,000/-. There is need to divert more and more funds for the Library to update its stocks of important reading material.

22. The following two Projects which were launched about two-and-a-half years ago in order to build up a solid base for collecting and providing information services as well as enhancing and modernising the basic effectiveness of the existing Library collection are progressing according to the quantum of inputs. The present position is given below :-

(i) Defence Affairs Documentation: All important information of interest to the Defence Services including the decision-making Bodies is being regularly scanned, identified and indexed from the current periodicals received in the USI Library. The information on Defence Affairs is further supplemented by covering the vast resources of the three premier libraries of Jawaharlal Nehru University, Indian Council of World Affairs and the Nehru Memorial through their periodic "Documentation Lists" being received on request from these Institutions. The information has been successfully completed for the years 1975, 1976, 1977 and 1978. It is intended to publish them in yearly Volumes. The work is likely to be entrusted to the press early in January 1979 for the 1st Volume for the year 1975 to be followed by the Volumes for the subsequent years. The work is being done quite satisfactorily so far.

(Cont'd on 6)....



(ii) Reorganisation of the USI Library: The work on this Project is rather slow mainly owing to paucity of staff. Besides the books on World War II, which were re-classified last year, books on International Affairs and Foreign Policy have been re-classified during the year 1973. The position is likely to improve when additional librarian (job has been advertised) is employed only for this purpose.

23. The Library has answered a wide range of enquiries and requests for bibliographies from individuals and Training Institutions. It is useful to know that Institution's library information services has been of help to greater number of members and scholars.

#### COURSES

24. Once again the most notable activity of the Institution has been the Correspondence Courses. These continue to show increased expenditure and income. The financial results prove that this part of the Institution's activity is meeting the needs of officer corps. The number of members joining the Courses is as follows :-

<u>YEAR</u>	<u>NO OF OFFICERS ATTENDING ARMY COURSES</u>	<u>NO OF OFFICERS ATTENDING AF COURSES</u>	<u>INCOME Rs</u>	<u>EXPENDITURE Rs</u>
1976	380	220	2,80,114.50	1,36,123.77
1977	1,141	238	2,91,356.50	1,30,363.74
1978	1,830	167	* 3,82,900.00	*1,55,000.00

(\*) Approximately.

25. To judge the utility of our Courses the actual results of various examinations for the last two years (1976 & 1977) are given below :-

	<u>1976</u>	<u>1977</u>
<u>ARMY COURSES</u>		
DSSC (Army)	43%	52%
Part 'D' Promotion Examination	68%	46%
Part 'B' Promotion Examination	-	55%
<u>AIR FORCE COURSES</u>		
DSSC (Air Wing)	52%	13%
PROMOTION PART B	85%	77%
PROMOTION PART C	60%	66%

26. A continuous effort is being made to develop training activities by improving in depth tuition. The Institution is most grateful to those officers at Service Headquarters who have acted as paper setters and assessors.

### USI NATIONAL SECURITY LECTURES

27. This has been a satisfying innovation. Last year we had approved subjects for six Papers. The following Papers have been received in this Institution :-

(a) Air Marshal IW Sabhaney, AVSM - POSSIBLE COUNTER-MEASURES  
AGAINST SATELLITE  
RECONNAISSANCE

(b) Shri DS Nakra - DEFENCE BUDGETING IN INDIA

(c) Maj Gen ML Chibber, PVSM, AVSM - PARA MILITARY FORCES

These will now be printed. I suggest that we should again select six to eight subjects for the year 1979 and make this as a permanent feature.

### USI SEMINARS

28. This is another feature we should further develop though I regret that some of the Reports have been held up for want of security clearance. The matter, however, is in hand and I hope these will soon be published. I do not wish to say anything more on this subject as this is also one of the Agenda-items.

### NATIONAL SECURITY LECTURES

29. I think this is a unique feature introduced by the Institution and we must pursue this vigorously every year. I am sorry the lectures for 1977/78 have been somewhat delayed. Admiral SN Kohli, PVSM (Retd) has, however, agreed to deliver these lectures sometime early in 1979. I would suggest that we should plan for the next three years. This can be discussed as an agenda item.

### AWARD OF THE MACGREGOR MEDAL

30. For the first time since Independence the Institution held a formal investiture of this prized award. It was also for the first time since World War II that a Gold Medal was presented as one of the awards and again for the first time since Independence that a Junior Commissioned Officer received an Award - a Silver Medal. The Medals were awarded by the Chief of the Army Staff General OP Malhotra, PVSM in the presence of a very distinguished gathering. This was a very memorable occasion in the life of the Institution. I hope we have set a unique tradition to nurse and follow in the years to come.

### VISITS BY DIGNITARIES

31. The Defence Minister visited the Institution on 13 Jul 78. This was the first visit by any Defence Minister since Independence. The visit was most successful and encouraging. The mass media made the most of this visit which resulted in significant publicity for the work being carried out by the Institution.

(Continued on 2)----

32. Defence Minister's visit was followed by the Defence Secretary (Shri S Banerji's) visit on 20 Jul 1973. His remarks reproduced below in the Library's Visitors' Book speak for themselves. I hope that he will continue to take interest in the Institution particularly so now when we need funds for our permanent home :-

" Even after all the detailed briefing given to me on the USI since assuming present charge, today's visit was a very pleasant and welcome opportunity to acquaint myself with the very valuable work being done in this professional institution, with so much tender care and dedication and quiet efficiency. It was thrilling to see its collection of rare books and manuscripts and very revealing to learn of its services to the younger generation interested in the field of Defence. We - in the Ministry - will be ready to help. "

33. Before closing this report, another point which I would like to mention is that the Institution has continued to grow slowly but steadily during the last 25 years when it shifted from Simla to Delhi in 1953. During these years it has rendered service to officers of the three Services in rather low and submissive profile because it was not an economically viable organisation. Now that it has turned the corner and has come up to a stage where plans are afoot to enlarge its activities and construct its own building, it would not only be desirable but also advantageous and profitable for the three Service Headquarters to make greater use of the expertise gained by the Institution in academic and educational spheres. A case in point is the Courses conducted by the Institution for our Army, Naval and Air Force Attaches and their wives going abroad. These were extremely popular and even a suggestion was made whether the Institution could undertake similar Course for Foreign Service officers joining the Ministry of External Affairs. I will add that greater participation by the Services Headquarters in the activities of the Institution would popularise it among the officer corps and help it to stand up as the premier-most educational body on Defence matters and in reality a Centre for Defence Studies. It is our Institution and it is for us to make it a forum from where education on Defence matters among our Armed Forces and in the country spreads to the benefit of all concerned.

34. In the end, to all members of the Council, Executive Committee, its Chairman Major General SC Sinha, who have contributed to the successful development of the Institution's work during these hard years and to the Institution's loyal and hard-working staff, I would like to extend Council's sincere thanks.

  
(RL PEREIRA)  
VICE ADMIRAL

VICE CHIEF OF THE NAVAL STAFF  
AND PRESIDENT, COUNCIL USI  
03 JAN 79

MINUTES OF THE COUNCIL MEETING HELD ON THURSDAY,  
17TH JUNE, 1982 AT 1430 HOURS IN THE USI LIBRARY

PRESENT

1. Lt Gen AM Sethna, PVSM, AVSM, President
2. Lt Gen ES Gill, PVSM, MC (Retd)
3. Air Marshal TS Brar, PVSM, AVSM, VM
4. Vice Admiral MK Roy, AVSM
5. Air Marshal DG King-Lee, PVSM, AVSM
6. Maj Gen SQ Sinha, PVSM
7. Maj Gen JS Bakshi, MVC, VSM, DDMT
8. Commodore NN Anand, AVSM, NM
9. Brig NB Grant, AVSM(Retd)
10. Brig Rai Singh, MVC, VSM(Retd)
11. Brig SK Anand
12. Shri OP Kohli, DFA (AG)
13. Gp Capt VK Jain
14. Col PYARA LAL, AVSM

BY SPECIAL INVITATION

1. Shri HK Rakhra, Chief Architect
2. Shri Ajit Singh, Chartered Accountant

Item 1 - TO RECEIVE APOLOGIES FOR ABSENCE

Apologies for absence were received from the following:-

- (a) Lt Gen Harbakhsh Singh, Vr C (Retd) who had requested that his letter be read out to the council.
- (b) Maj Gen BM Bhattacharjee, PVSM, MVC (Retd)
- (c) Vice Admiral SL Sethi, AVSM, NM

Item 2 - TO PASS THE VOTE OF THANKS FOR THE OUTGOING PRESIDENT OF THE COUNCIL AND TO WELCOME THE NEW PRESIDENT

The Council passed a vote of thanks for the outgoing President of the Council Vice Admiral MR Schunker, AVSM, former VCNS for his interest in the Institution's development programme as President of the Council of the Institution. The Council welcomed the new President, Lt Gen AM Sethna, PVSM, AVSM, VCOAS.

Item 3 - TO APPROVE MINUTES OF THE COUNCIL MEETING HELD ON 25TH SEPTEMBER, 1980

The Minutes of the Council meeting held on 25 Sep 80 were confirmed. The following points were discussed:-



(a) PUBLICATION OF SELECTED ARTICLES FROM EXISTING OVER 100 VOLUMES OF THE JOURNAL

To consider bringing out 10-15 volumes of selected articles from the existing over 100 volumes of the USI Journal. The Council approved the project. Air Marshal King-Lee was appointed Chairman of the project. He was requested to submit his recommendations for the implementation of the project.

(b) MACGREGOR MEMORIAL MEDAL

To consider amendment of existing Rules and Regulations regarding award of the MacGregor Memorial Medal. The Council accepted that the existing Rules for the award of MacGregor Memorial Medal were outdated and its conditions could not be met under the conditions obtaining today. VCOAS, therefore, agreed to submit new proposals in consultation with the other two Service Vice-Chiefs for consideration of the Council. The Council while accepting this laid down that the award must, however, continue to be awarded for reconnaissances of military value.

(c) USI FELLOWSHIP

In the absence of any positive help from Jawaharlal Nehru University, the Council decided that the Air Marshal King Lee, Commandant, NDC be requested to work out Rules and Regulations for the award of the fellowship for consideration and approval of the Council.

Item 4 - TO RECEIVE PRESIDENT'S REPORT FOR THE PERIOD ENDING DECEMBER, 1981

The President observed that the Institution had been able to maintain satisfactory financial position during the year 1980. He pointed out, however, that there appeared to be an erroneous belief in certain quarters that the Institution had built up huge funds. Little is known that the Institution as such is a losing concern. The Institution such as ours cannot be run on membership subscription alone. He recommended that we need to continue to be judicious in our expenditure, effect economy and husband our resources to build up capital which could make the institution self-reliant in the coming decade. He also emphasised that we should continue the policy of employing retired Government servants and ex-servicemen.

The President also pointed out that membership of the Institution continues to be disappointing and he wanted members to give serious thought on how we could encourage officers to join the Institution.

MATTER ARISING OF THE PRESIDENT'S REPORT  
DSSC CORRESPONDENCE COURSE

The VCAOS pointed out that the Army Commanders had taken a decision to stop pre-staff college courses at Command level and to hand over running of this course as a Correspondence Course to the USI, which had been running such correspondence

courses for the last 20 years. He further pointed out that there had been some procedural difficulties in handing over to the USI the sanctioned funds. The Offg DMT pointed out that as the funds were public money, they could not be made available to the USI under the existing sanction obtained. He also said that the existing course had already been started and précis for it had been printed. At this stage the Finance Member, Shri O.P. Kohli pointed out that there was no difficulty in public funds being given to an institution like the USI, as this has been done in other cases. Therefore, if the case were to be taken up again for getting the necessary Govt sanction, it would be possible to modify the existing sanction to enable the funds to be given to the USI.

At this juncture, Lt Gen Harbaksh Singh's letter placed at Appendix 'A', was read out. On this letter being read out, the members of the Council expressed their unhappiness at the way decisions had so far been taken on this important matter which would cause a substantial loss of income to the USI. Gen Gill pointed out that this would amount to approximately Rs. 90,000/-. The Members were of the unanimous view that nothing should be done to undermine the Institution, and the Council should be kept informed of such major policy decisions as it is an autonomous body. They felt that the Course should still be run by the USI and the requirement of Army HQ could be met. Answering to this the President said that in his capacity as the VCOAS, he would ensure that the correspondence course was handed over straightway to the USI, as long as it was run on the guidelines and directions of the DMT. The Council then unanimously agreed to run this course on behalf of Army HQ, provided the finances were made available for it by them. The Council also agreed to consider the appointment of a Director for this particular course on a remuneration to be decided by the Executive Committee. The Offg DMT was requested to work out the modalities of handing over the course and making available the necessary finances to the USI.

The Council took note of the Army HQ decision to make it obligatory for all officers taking the DSSC Pre-Staff Correspondence Course to become life members of the Institution. They felt, however, that since such a correspondence course was a pre-requisite for taking the DSSC Examination, this measure would not be prudent and may lead to complications. It was therefore, decided to leave the life membership to a voluntary basis. The fees paid by Army HQ to the USI should include a year's annual subscription.

Item 5 - TO RECEIVE BALANCE SHEETS AND STATEMENTS OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 1980 & 1981

The Statement of Accounts and Expenditure for the year 1980 were approved. The Members of the Council expressed the view that irrespective of whether the accounts were audited or not the trial balance sheet of the subsequent year, in this case that of 1981 should have been put up before the Council at its annual meeting.

Item 6 - TO CONSIDER AND APPROVE LONG TERM INVESTMENTS IN PUBLIC SECTOR UNDERTAKINGS

The Council approved such investments with the proviso

(a) That such investments should not exceed 50 percent of the total investments.

(b) It should be restricted to such Undertakings as have been approved for investment by the Army Group Insurance.

Item 7 - TO STRIKE OFF THE ROLL OF MEMBERS NAMES OF THOSE WHO HAVE NOT PAID THEIR SUBSCRIPTION

To be written off.

Item 8 - TO ELECT THE CHAIRMAN AND MEMBERS OF THE EXECUTIVE COMMITTEE

The following were formally elected:-

- |   |          |
|---|----------|
| (a) Lt Gen Mohindar Singh, DMT, Army HQ     | Chairman |
| (b) Lt Gen Harbaksh Singh, Vrc(Retd)        | }        |
| (c) Shri K.A. Nambiar, JS(A) Min of Def     |          |
| (d) Commodore NN Anand, AVSM, NM            |          |
| (e) Air Vice Marshal TJ Desa                |          |
| (f) Shri OP Kohli, DFA(AG) Min of Fin (Def) |          |
| (g) Col Pyaralal, Secretary - Member        | }        |

Members of the Council felt that there is a need for maintaining some parity between ex-officio and elected members in the Executive Committee as envisaged in the Rules. It was decided that at least three elected members resident in Delhi should be coopted to the Executive Committee.

Item 9 - PROGRESS OF BUILDING & COLLECTION OF FUNDS

The Chief Architect presented the Master Plan for the USI Complex as new conceived. He explained the total concept of the plan which has the feasibility of development in a phased manner. The design so conceived shows the integrated development of the USI with that of AWWA rather than two projects built independently without any inter relationship.

The Architect also pointed out that the rough cost of the USI Complex (excluding AWWA) with superior finishing and specifications may vary from 3.5 to 4 crores. Any delay in construction will further escalate the cost. The Architect pointed out that in order to start any phase of the construction the whole master plan should be approved in its totality and once the construction of Phase I starts, no further changes to the over-all design and master plan should be made. He further added that the entire finances for Phase I, i.e. the Library, should be made available before the construction is undertaken.

The Chief Architect further suggested that a small committee be formed with full authority to confirm the detailed requirements and approve the detailed designs and construction work.



The Chief Architect explained the development of a triangular piece of land across the railway line, as per the direction given to him by the AG. The design conceived allows for an Exhibition Gallery and a small Hall for the USI Archives. The design of the building has been so conceived as to fully exploit the existing quarry pits and the different levels of the ground, so as to merge the entire structure with the environment with appropriate land-scape developed all around.

The Members of the Council showed great anxiety at the delay in the start of the construction of the project. They unanimously approved the following :-

(a) Accepted the plans as presented by the Architect.

(b) The construction of Phase I, consisting of the Library Complex, to begin at the earliest possible so as to enable the whole of the USI to move into building;

(c) The E-in-C to be requested to detail an Engineer Officer to assist in the acceptance of contracts and in the supervision of construction of this project.

(d) The amount of Rupees one crore being presently made available for the construction of the USI Complex to be made available over a period of three years instead of five.

(e) Once the construction has been started, efforts to again be made to obtain funds for it from the Prime Minister's National Defence Fund.

Item 10 - TO CONSIDER REPRESENTATION BY THE STAFF

Since USI was not a Govt body, it could not afford to pay the salaries at par with the Govt. However, as in the past, the Council will always be receptive to reasonable and legitimate requirements of the staff. The Council noted with satisfaction that the pay scales recommended by Admiral Roy's Expert Committee have been fully implemented. Since the staff had gone to the Court and the matter was sub-judice the Council felt that nothing further on this could be done at present till the Court case was settled.

Items 11, 12 and 13. - The Council decided that a decision be taken by the Executive Committee in these matters.

Item 14 - POINTS RAISED BY MEMBERS

(1) Rules of the Institution - Maj Gen SC Sinha pointed out that the Rules & Regulations of the Institution were out-dated in relation to the present environment and needed to be looked into again and updated. The members unanimously agreed to appoint a Committee under the chairmanship of Maj Gen SC Sinha to examine the existing rules and regulations and submit his recommendations regarding the changes that are required in the



existing rules for consideration at the next Council meeting. Maj Gen Sinha could coopt members from the other services to help him in this task.

(2) Postage - General Sinha pointed out that according to the existing rules, the Journal of the Institution is to be posted free to members in any part of the world. Members in India may receive books from the library which are issued postage free; the borrower having to pay the return postage only.

In these days of escalating postal rates, he felt that this rule to be changed. He proposed the Journal is sent free only within India and postage for library books be paid by the borrower for bothways. With the high cost of books, it is for consideration, whether books should at all be sent out by post. The Council decided:-

(a) that the Journal may continue to be sent to the existing overseas life members who are in any case a diminishing community. Any new overseas member will be charged postage over and above their membership subscription.

(b) In future, the library books will be paid for by the borrower bothways.

(3) Payment of TA to outstation Members

Maj Gen Sinha pointed out that previously members elected to the Council used to be restricted to those residents in Simla or Delhi. New members resident all over India can be elected to the Council. Such elected members of the Council must be paid their travel expenses for attending the annual Council meetings. This payment could be restricted to first class rail fare.

This proposal was unanimously accepted.

(4) Report of the Seminar held in Pune

Brig Grant pointed out that he had submitted the proceedings of the Seminar nearly 1 1/2 years ago for publication. The proceedings were a factual report of the discussions held at the Seminar. The Secretary pointed out that Brig Grant's report had been discussed at the Executive Committee. The Committee had felt that as Gen Bewoor was the Chairman of the Seminar, it should have had his approval. In this particular case, Gen Bewoor had completely disassociated himself from Brig Grant's report. The Executive Committee had then requested Gen Bewoor to submit his report on the Seminar. This report was received from Gen Bewoor and had again been considered by the Executive Committee. The Committee decided to circulate this report to the panelist in Delhi.

A majority of the Members of the Council felt that in a Seminar, all points of view should be properly represented and the proceedings of the Seminar accurately recorded. They requested Gen Gill to go through all the reports and submit his recommendation on what should be done.

(5) USI CENTRES IN COMMANDS

Brig Grant also pointed out the need to develop USI Centres in various Commands as it had been attempted in Pune. He regretted that after his departure from Pune, the Centre at Pune, which was inaugurated by the then COAS, has not been very active. He felt that unless such Centre received the support of the local Commanders, they cannot grow and function.

92-  
Col

PYARA LAL  
SECRETARY USI  
25 Jul 82

MINUTES OF THE COUNCIL MEETING HELD ON MONDAY  
THE 5TH DEC 1983 AT 1100 HRS IN THE USI LIBRARY

PRESENT

1. Vice Admiral S. Mookerjee, AVSM, President - in Chair
2. Lt Gen GS Rawat, PVSM, AVSM
3. Air Marshal JR Bhasin, PVSM, AVSM, VM, ADC
4. Lt Gen Harbakhsh Singh, Vrc(Retd)
5. Lt Gen IS Gill, PVSM, MC(Retd)
6. Lt Gen Mohindar Singh, AVSM
7. Vice Admiral MK Roy, AVSM
8. Air Vice Marshal TJ Desa
9. Maj Gen KS Bajwa(Retd)
10. Maj Gen SC Sinha, PVSM
11. Captain SS Shahane, IN
12. Shri OP Kohli, Director Fin Def(AG)
13. Brig GL Bakshi, DSSC, Wellington
14. Brig NB Grant, AVSM(Retd)
15. Col Pyara Lal, AVSM, Secretary/Editor
16. Brig RC Butalia, Asst Secretary(Adm) - in attendance

Item -1 - TO RECEIVE APOLOGIES FOR ABSENCE

1. Apologies for absence were received from the following Council members :-

- (a) Gen KV Krishna Rao, PVSM(Retd)
- (b) Lt Gen K Balaram, Commandant, DSSC
- (c) Vice Admiral RV Arte, AVSM
- (d) Brig Rai Singh, MVC, VSM(Retd)

2. No acknowledgement was received from the following Council Members :-

- (a) Maj Gen BM Bhattacharjee, PVSM, MVC(Retd)
- (b) Maj Gen RK Anand
- (c) Shri KA Nambiar, JS(G)
- (d) Wing Commander A Mazumdar(Retd)

Item -2 - TO PASS VOTE OF THANKS FOR THE OUTGOING PRESIDENT OF THE COUNCIL AND TO WELCOME THE NEW PRESIDENT

3. The Council passed a vote of thanks for the two outgoing Presidents of the Council Lt Gen AM Sethna, PVSM, AVSM(Retd) former Vice Chief of the Army Staff, and Air Marshal TS Brar, PVSM, AVSM, former Vice Chief of the Air Staff, for the interest they took in the Institution's development programmes and its building project during their tenure, as Presidents of the Council of the Institution. The Council welcomed the new President, Vice Admiral S. Mookerjee, AVSM, Vice Chief of the Naval Staff.

Item -3 - TO CONFIRM THE MINUTES OF THE COUNCIL MEETING HELD ON 17 JUNE 1982

4. The minutes of the Council Meeting held on 17 June 1982 were confirmed. The following points were discussed :-

- (a) Publication of selected articles from existing 100 volumes of the Journal

Air Marshal King Lee was posted out and as such had been unable to submit his recommendations regarding the project. The consensus was that the SDS (Army, Navy and Air Force) of the NDC would be very suitable to tackle this task, and agreement of Comdt, NDS may be sought.

.....2/-

(b) Macgregor Memorial Medal : The Council took the following decisions :-

(i) The word 'original' in the Rules & Regulations of the Macgregor Memorial Medal may be omitted.

(ii) The Committee of Directors of Military Operations may be requested to submit a modified draft of Rules and Regulations.

(iii) The suggestion that a case be taken up with the Service HQ for the wearing of this medal on the uniform was not accepted.

(c) USI Fellowship: The Council felt that this project may, for the present, be dropped.

(d) Representation by the Staff: The staff has assured that they now have no case pending in the court. The Council felt that the present pay scales, laid down by Admiral Roy's Committee are adequate and did not need to be changed. However, the new committee appointed by the Executive Committee may consider giving a consolidated allowance to the staff. Maj Gen SC Sinha was requested to assist the Committee by becoming a member of it.

Item -4 - TO RECEIVE PRESIDENT'S REPORT FOR THE PERIOD ENDING DECEMBER 1982

5. The President observed that in spite of our difficulties, limitations and shortcomings, we are no longer a sinking ship. We are very much afloat. In the environment that India finds herself to-day, the USI has a positive role to play, not only in the continuous education of its Members but also in the creation of a general awareness about the problems of National security. He also brought out the continuing dismal state of membership and asked the Council Members for their help in increasing the membership. He suggested that we must endeavour to bring back to the fold the lost sheep i.e., those members who, for default of payment of subscription, did not continue on the list of members. He suggested that we may declare 1984 to be the 'Membership Year'. He further suggested that we may dispense with the re-entry fee for old members and persuade them to come back to the USI by paying only the annual membership subscriptions for the year 1984. Talking of the finances, he reiterated that for any institution to survive, it must have its own independent and adequate financial back-up. It must have a corpus of its own to ensure a steady income which shall enable it to maintain its building, to recruit qualified staff and pay it reasonably. The President said the Institution needs help, appreciation, recognition, encouragement and financial support from all quarters. During ensuing discussion, a consensus emerged that we should approach Ministry of Defence for revival of annual grant and explore ways how gentle but effective persuasion can induce serving officers to acknowledging USI to be indispensable for their own growth.

Item - 5 - TO CONSIDER THE STATEMENT OF ACCOUNT AND THE AUDITORS REPORT FOR THE YEARS 1981 AND 1982

6. The statements of accounts and the balance sheet for the year 1981 were approved. The statements of accounts and expenditure for the year 1982 was, however, referred to the Executive Committee for examination and submission, at the next meeting of the Council. Need for economy and adherence to accounting norms was stressed.

Item - 6 - TO CONSIDER RESULTS OF 1982 COUNCIL ELECTIONS

7. The Council considered the question at great length and accepted

.....3/-



As valid, the elections which had been held for the new Council during 1982. A list of the twelve members elected is as follows :-

- (a) Lt Gen Harbaksh Singh, Vrc (Retd)
- (b) Lt Gen AM Vohra, PVSM (Retd)
- (c) Lt Gen SL Menezes, PVSM, SC (Retd)
- (d) Lt Gen AM Sethna, PVSM, AVSM (Retd)
- (e) Lt Gen SP Malhotra, PVSM (Retd)
- (f) Vice Admiral MC Roy, PVSM, AVSM
- (g) Vice Admiral RM Tahillani, AVSM
- (h) Maj Gen SC Sinha, PVSM (Retd)
- (j) Maj Gen MC Gupta, PVSM (Retd)
- (k) Maj Gen K Mahipat Singhji
- (l) Brig NB Grant, AVSM (Retd)
- (m) Gp Capt Jasjit Singh, AVSM, Vrc, VM

It was, however, decided that in future, the following procedure will be adopted for elections :-

- (a) Suitably serially numbered ballot papers and envelopes should be sent out.
- (b) Envelopes containing the ballot papers should be opened only by the Election Officers appointed by the Executive Committee.

Item - 7 - TO REVIEW PROGRESS OF USI PROPOSED BUILDING AND COLLECTION OF FUNDS THEREFOR

8. The question of the future permanent home for the USI was discussed at great length. The Council felt that there has been considerable delay in the finalisation of the project. The following decisions were taken :-

- (a) The plan for the building should now be finalised at the earliest.
- (b) The construction should start at the earliest with the first phase of the project i.e. Library, with the funds already available for the purpose i.e. approximately Rs 30 lakhs.
- (c) A firm of architects should be selected by the USI Building Committee and entrusted with the project.
- (d) The construction work should also be given to a civil contractor. The project should be overseen by the Construction Committee. It could co-opt a serving or a retired Engineer Officer.
- (e) Lt Gen Harbaksh Singh made the following suggestions :-
  - (i) Lt Gen JS Bawa, a former Engineer-in-Chief, could be associated with the project.
  - (ii) M/s Tirath Ram Ahuja & Sons could be considered for the construction of the project.
- (f) The other names of the architects, suggested by the Council Members, were - M/s Kanvinde & Rai and R Sabikhi.
- (g) The President pointed out that he is also consulting Mr JR Bhalla, who is the Chairman of the Architects Association, and Chief Architect of the Government of India, in the final selection of architect.

9. The President suggested that the Chiefs of Staff need not be bothered with the day-to-day progress of the designs and construction of the new building. However, once decisions on the design and the contract are given, they would be kept informed of the progress.

Item - 8 - TO CONSIDER INCREASE IN RATE OF SUBSCRIPTION

10. The Council did not accept an upward revision of the rates of subscription. They, however, directed that -

- (a) the quality of the contents of the Journal be improved, if necessary by paying more for the articles; and
- (b) to set up an Editorial Board at which the Editor should be supported by two serving officers, who could be from the Senior Directing Staff of the NDC.

Item - 9 - TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR NATIONAL SECURITY LECTURES FOR 1983/84

11. The names for the National Security Lectures were discussed. The Council felt that Air Chief Marshal IH Latif, PVSM (Retd) because of his constitutional position as a Governor, may not be able to accept to deliver the lectures. The following names were decided upon :-

- (a) Field Marshal SHFJ Manekshaw
- (b) Professor Raja Rammanna
- (c) Air Chief Marshal Arjan Singh

Item -10 - TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR NATIONAL SECURITY PAPERS FOR 1983/84

12. The following subjects for National Security Papers were approved:-

- (a) Aircraft Industry - AVM Agtey
- (b) Logistics - Brig NB Grant
- (c) Production of Ships - Admiral NP Dutta, Chairman Mazagaon Docks Ltd

Item -11 - TO APPROVE EXECUTIVE COMMITTEE'S RECOMMENDATIONS FOR USI SEMINARS FOR 1983/84

13. The following subjects for the Seminars in 1984 were approved :-

- (A) R&D (To be held in Pune under the Chairmanship of Lt Gen EA Vaz).
- (B) Rehabilitation of Ex-Servicemen under the Chairmanship of Lt Gen A Vohra.
- (C) Air Power under the Chairmanship of Air Chief Marshal Arjan Singh.

Item -12 - TO REVIEW THE DEVELOPMENT OF A USI CELL AT PUNE

14. The Council felt that in view of the tight financial position of the Institution, it is inopportune to set-up such centres in Command Hqrs. The Institution should first try and build its permanent home and improve its services in Delhi. It was also decided that the Centre at Pune be wound up.

Item -13 - POINTS RAISED BY BRIG NB GRANT (RETD)

15. Brig NB Grant's paper had been circulated to the Members. The following decisions were taken :-

- (a) USI Seminar on Motivation(held in Pune on 25 Nov 80)  
It was felt that -
  - (i) the subject was too sensitive for publication.

(ii) the report be circulated to the three Chiefs of Staff for their information, which should achieve the desired purpose.

(b) USI - Its future status and objectives: The Council decided that the suggestion may be referred to Gen Sinha's Committee for the revision of the USI Constitution. Gen Sinha requested for some more time to submit his recommendations. The Members felt that Gen Sinha should take into consideration not merely the Rules and Regulations of the Institution but also the question of reviewing the Constitution as well.

(c) Opening of USI Centres - Centre at PUNE : The decision was taken as against Item No 12, above.

Item -14 - TO ELECT THE CHAIRMAN/SECRETARY AND MEMBERS OF THE EXECUTIVE COMMITTEE

16. The continuance of the following ex-officio members was approved :-

- (a) Lt Gen Mohinder Singh, AVSM, Chairman
- (b) Captain SS Shahane, IN, DNT
- (c) Shri KA Nambiar, JS(G), Ministry of Defence
- (d) Air Vice Marshal TJ Desa, Dir Trg, Air HQ
- (e) Shri OP Kohli, Dir Fin Def (AG)

17. The following from amongst the newly elected Council Members were nominated for the Executive Committee. Gen Harbakhsh Singh withdrew his name :-

- (a) Maj Gen SC Sinha, PVSM
- (b) Lt Gen AM Vohra, PVSM (Retd)
- (c) Lt Gen SL Menezes, PVSM, SM (Retd)
- (d) Group Captain Jasjit Singh

18. The Council also re-elected Col Pyara Lal as the Secretary.

Item -15 - TO CONSIDER OTHER POINTS RAISED BY MEMBERS OF THE COUNCIL

19. Maj Gen SC Sinha's Point

(a) Institution Investments: Gen Sinha pointed out that surplus funds of the USI are, at present, invested either in Nationalized banks or in Public Sector Undertakings. He suggested that our investment-policy be made on the same lines as the Army Group Insurance which invested a part of its funds in Public Limited Companies at a higher rate of interest. The Council decided that the Executive Committee may examine this.

(b) Gen Sinha pointed out that at the Council Meeting held on 17 Jun 82, it was agreed that the fees paid by Army HQ to the USI should include a year's annual subscription for the new students. The Council, however, felt that it would not be a correct as this may be objected to by the Government.

Col  
(Pyara Lal)  
Secretary USI  
10 Feb 84



MINUTES OF THE COUNCIL MEETING HELD ON  
THURSDAY THE 27TH DECEMBER 1984 AT  
1015 HRS IN THE USI LIBRARY

PRESENT

- |  |                                   |
|--|-----------------------------------|
| 1. Lt Gen GS Rawat, PVSM, AVSM, ADC<br>VCOAS       | - President - in Chair            |
| 2. Air Marshal PP Singh, MVC, PVSM, AVSM<br>VCAS   | - Vice President                  |
| 3. Lt Gen Harbaksh Singh, Vrc(Retd)                | - "                               |
| 4. Maj Gen GS Kler, AVSM<br>Offg DMT               | - Chairman Executive<br>Committee |
| 5. Vice Admiral MK Roy, PVSM, AVSM(Retd)           | - Member                          |
| 6. Lt Gen AM Vohra, PVSM(Retd)                     | - "                               |
| 7. Lt Gen SL Menezes, PVSM, SC (Retd)              | - "                               |
| 8. Lt Gen AM Sethna, PVSM, AVSM (Retd)             | - "                               |
| 9. Lt Gen SP Malhotra, PVSM (Retd)                 | - "                               |
| 10. Lt Gen K Mahipat Sinhji<br>Comdt Staff College | - "                               |
| 11. Maj Gen SC Sinha, PVSM (Retd)                  | - "                               |
| 12. Maj Gen MC Gupta, PVSM (Retd)                  | - "                               |
| 13. Air Vice Marshal P Singh<br>Dir Air Trg        | - "                               |
| 14. Commodore HL Sachar<br>Dir Naval Trg           | - "                               |
| 15. Air Commodore Jasjit Singh, AVSM, Vrc, VM      | - "                               |
| 16. Brig NB Grant, AVSM (Retd)                     | - "                               |
| 17. Shri CV Avadhani<br>DFA (AG)                   | - "                               |
| 18. Col Pyara Lal                                  | - Honorary Secretary              |

ITEM -1 - TO RECEIVE APOLOGIES

1. Apologies for absence were received from the following  
Council members :-

- (a) Vice Adm KK Nayyar, PVSM, AVSM.
- (b) Lt Gen Himmat Singh.



ITEM - 2 - TO PASS VOTE OF THANKS FOR THE OUTGOING PRESIDENT  
OF THE COUNCIL AND TO WELCOME THE NEW PRESIDENT

2. The council passed a vote of thanks for the two outgoing Presidents of the Council, Vice Adm S Mookerjee, PVSM, AVSM former Chief of Naval Staff and Vice Chief of the Army Staff, Lt Gen GS Rawat, PVSM, AVSM, ADC for the interest they took in the Institution's development programmes and its building project during their tenure as Presidents of the Council of the Institution. The Council welcomed the new President Air Marshal PP Singh, MVC, PVSM, AVSM, Vice Chief of the Air Staff.

ITEM - 3 - TO RECEIVE PRESIDENT'S REPORT FOR THE PERIOD  
1983-84

3. The President observed that the Institution has continued to maintain its steady growth both in financial sphere and other activities relating to Defence, and National Security, for which it was established over 100 years ago.

4. But much still remains to be done. Members of the Council should come forward with concrete proposals to improve upon the present activities of the Institution. Likewise, Service Headquarters must take an active and continuous interest in its activities.

5. Financially we are on the brink of self-reliance. In the not too far future the Institution should have a corpus of a crore of rupees yielding an annual income of Rs. 12 to 14 lakhs. We have come a long way from the days in 1954/55 when the Institution sold its permanent home in Simla, was on the verge of bankruptcy and faced the threat of dissolution. It has survived those dark days. I am sure those who follow us shall inherit an Institution capable of standing on its feet and serving the Armed Forces in a manner befitting its original aims and objectives.

6. I believe, you should look forward to the future of your Institution with confidence.

ITEM - 4 - TO READ AND CONFIRM THE MINUTES OF THE COUNCIL  
MEETING HELD ON 5 DEC 1983, IN THE USI LIBRARY

7. The minutes of the Council meeting held on 5 Dec 83 were confirmed. The following points were discussed :-

MacGregor Memorial Medal. The Council took the following decision :-

The decision taken by the Council at its meeting held on 5 Dec 83 be conveyed to DMO, Chairman JPC, with a copy to Naval and Air Force members. The DMO may be requested

to submit his recommendations for modifications in the existing rules of the award of a medal by 01 Mar 1985.

8. The following names were considered by the Council for the award of Mac Gregor Medal for the reconnaissance carried out by them during 1952 and rejected.

- (a) Capt(Now Maj Gen) RAJENDRA NATH(Retd) - Gold Medal.
- (b) Capt(Now Lt Col Retd) IN SURI - Silver Medal.

*rejected  
so not to be*

ITEM - 5 - TO CONSIDER THE STATEMENT OF ACCOUNT AND THE AUDITOR'S REPORT FOR THE YEAR 1982-83

9. As directed by the Council at its meeting held on 5 Dec 83, Lt Gen SL Menezes, the new Chairman of the newly set up Finance Sub Committee, pointed out that he had gone into the reports submitted by the auditor and the financial projections of over a period of 9 years. It was pointed out that the irregularities, mainly of book-keeping, have already been rectified and action has already been initiated to open various registers as required by the Auditors. We hope to complete these before the next audit starts. The Statement of Account and balance sheet for the year 1982-83 were approved. Gen Menezes pointed out that the income and expenditure ratio is going to reflect adversely on our balance in the next few years in view of increasing costs and little or no increase in the income. It was also pointed out that in future the forecast budget should also be put up to the Council.

ITEM 6 - TO REVIEW THE PROGRESS OF LSI BUILDING AND COLLECTION OF FUNDS

10. The President and Chairman of the Building Committee, Lt Gen GS Rawat pointed out that:-

- (a) A professional Architect has been selected by the Building Committee assisted by three eminent architects.
- (b) Survey of the land is now under finalisation.
- (c) Terms of appointment of Architects have been drawn up.
- (d) It is now planned to begin the construction of the first phase(Library) during the first quarter of 1985.

11. After some discussion, the following decisions were taken :-

- (a) The Executive Committee be given the task of monitoring the Project.
- (b) The Executive Committee may set up a Sub Committee for the purpose.
- (c) The following suggestions were made to raise funds for the Building :-

- (i) The Naval and Air Chiefs be requested to convert the loan of Rs. 5 lakhs into outright grant as has been very kindly done by the COAS.

(ii) Army Headquarters may be requested to contribute an additional amount of Rs. 5 lakhs.

(iii) A fresh approach be made for a grant from the PM's National Defence Fund. As far as possible, the interest on corpus built up by the Institution should not be touched for the present. The position, however, can be reviewed next year after Rs. 33 lakhs available in the Building Fund is spent in the first phase of construction of the Library. The following guidelines were suggested:-

The Architect should be advised to critically examine our requirement so that the first phase could be completed as far as possible within the already available amount.

ITEM - 7 - TO CONSIDER AND APPROVE SUGGESTIONS FOR NATIONAL SECURITY LECTURE FOR 1985-86

12. The following names were recommended:-

- (a) Shri BK Nehru
- (b) Shri Govind Narain.
- (c) Shri G Parthasarthy.
- (d) Shri KF Rustomjee.
- (e) Shri MK Rasgotra.

ITEM - 8 - TO CONSIDER AND APPROVE SUGGESTIONS FOR NATIONAL SECURITY PAPERS FOR 1985-86

13. The necessity of creating in the Indian Army an organisation equivalent to the Combat Development Command of the USA. Furthermore, Service Headquarters be requested for suggestions concerning additional subjects for the National Security Papers. It was agreed to progress subjects already approved. (In the final analysis, the production of these papers will depend upon finding suitable persons to author these).

ITEM - 9 - TO CONSIDER AND APPROVE SUGGESTIONS BY COUNCIL MEMBERS FOR USI SEMINARS FOR 1985-86

14. The following suggestions were approved:-

- (a) The impact of sociological changes in India over the past 20 years, and their effect on the discipline system of the Services.
- (b) Emerging challenges in the area of Defence Management.
- (c) Changing Value Systems in the Armed Forces - Its impact on leadership style.



ITEM 10 - TO CONSIDER MAJ GEN SC SINHA COMMITTEE REPORT  
ON FUTURE STATUS AND OBJECTIVES OF THE INSTITUTION

15. The President pointed out that after consulting the other two Vice Presidents, he has ordered a special study on the Institution. He stated that it was in no way to undermine the report which has already been prepared by Maj Gen SC Sinha. In fact, this report will also be taken into consideration by Management Study Cell. It was agreed that the Study Group should incorporate members from the other two Services and associate the IDM with it.

ITEM 11 - TO CONSIDER OTHER POINTS, IF ANY, RAISED BY  
MEMBERS OF THE COUNCIL

16. (a) Present Status and Growth of the USI. Brig NB Grant pointed out that the report submitted by Maj Gen SC Sinha refers to the revised rules and bye-laws and neither covers the status nor the further growth of the Institute. The same is the case with respect to the DSD's study ordered under his No. A/00108/Mgt S/MBT/-2 dated 22 Nov. The President pointed out that the Study Team has been given full scope to study all aspects pertaining to the Institution.
- (b) Status of the USI Journal. The President pointed out that the Executive Committee is already seized of the problem and to improve upon the contents of the Journal and reduce the delay in printing. It has initiated certain steps and we hope that these will improve the publication.
- (c) Seminar on Motivation. The President pointed out that the question of publication of the report has been discussed finally at the COMS level. The Chairman of the COS Committee has written to Brig Grant on the subject. In view of this it was decided to close this case.
- (d) USI Centres. It was pointed out that it was a laudable idea but at present all our efforts should be concentrated on acquiring a permanent home for the Institution. It was, however, suggested that a letter be written to all Commands to elicit their views on the shape and scope of such centres at various places and how they propose to fund this as the USI at present is in no position to make available funds for such purposes. As Southern Command had earlier started a centre at Pune, it could be requested



for fresh views on its revival.

(e) Seminar on R&D. Lt Gen EA Vas be approached whether he is in a position to chair the Seminar as he had earlier on agreed to do so. Failing this, Brig NB Grant be requested to chair this.

(f) Miscellaneous.

(i) Membership. Members felt that in order to increase membership on a permanent basis, it is necessary to encourage young officers to join the Institution as soon as they are commissioned. The following steps were recommended :-

(aa) Persuasion and a certain amount of compulsion on cadets passing out at NDA, IMA and other Institutions.

(ab) Talks on the Institution's role and its future be explained by the Army Commanders when they talk to their officers and by the Commandants of various Institutions.

(ac) Publicity material be produced in the shape of pamphlets/video and circulated to units, formations and Institutions.

(ii) Advertisement. Members felt that there was scope to increase revenue from advertisements. Maj Gen Gupta kindly offered to help to secure advertisements for the Journal. He also agreed to take up with earlier advertisers to clear their outstanding bills.

Col  
Hon Secy

Distribution

Copy to all the members of Executive Committee & Council.

MINUTES OF THE COUNCIL MEETING HELD ON FRIDAY  
21 MARCH 1986 AT 1000 HRS IN THE USI LIBRARY

Present

- |   |                                 |
|---|---------------------------------|
| 1. Lt Gen KK Hazari, PVSM, AVSM<br>Vice Chief of the Army Staff                       | President                       |
| 2. Air Marshal S Raghavendran,<br>PVSM, AVSM, Vice Chief of the<br>Air Staff.         | Vice President                  |
| 3. Vice Admiral JG Nadkarni,<br>PVSM, AVSM, NM, VSM,<br>Vice Chief of the Naval Staff | Vice President                  |
| 4. Lt Gen SF Rodrigues, VSM,<br>DMT, Sena Bhavan                                      | Chairman<br>Executive Committee |
| 5. Maj Gen MC Gupta, PVSM (Retd)  | Member                          |
| 6. Lt Gen Harbaksh Singh, Vr C(Retd)  | "                               |
| 7. Air Commodore Jasjit Singh,<br>AVSM, Vr C, VM                                      | "                               |
| 8. Air Vice Marshal DS Jog, AVSM, VM<br>Director of Air Training, Air HQ(VB)          | "                               |
| 9. Lt Gen SL Menezes, PVSM, SC(Retd)  | "                               |
| 10. Vice Admiral MK Roy, PVSM, AVSM(Retd)   | "                               |
| 11. Commodore HL Sachar, IN,<br>Director of Naval Training,<br>Naval HQ, Sena Bhavan  | "                               |
| 12. Maj Gen SC Sinha, PVSM (Retd)   | "                               |
| 13. Lt Gen AM Vohra, PVSM (Retd)  | "                               |
| 14. Col Pyara Lal, AVSM (Retd)  | Hony Secretary                  |

ITEM 1 - TO RECEIVE APOLOGIES FOR ABSENCE

1. Apologies for absence were received from the following Council Members :-

1. Shri. CV Andhani, DFA (AG)
2. Lt Gen FM Bilimoria, PVSM, ~~Comdt~~ DSSC
3. Brig NB Grant, AVSM (Retd)
4. Lt Gen Himmeth Singh, PVSM, Comdt NDC
5. Lt Gen SP Malhotra, PVSM (Retd)
6. Shri SK Mishra, JS(G)
7. Lt Gen AM Sethna, PVSM (Retd)

Item 2 - To pass Vote of Thanks for the outgoing Presidents of the Council and to welcome the new President

2. Vote of Thanks was passed for the following three out-going Presidents for the interest they took in the Institution's development programme and for its building projects during their tenure as Presidents of the Council :-

- (a) Lt Gen GS Rawat, PVSM, AVSM
- (b) Air Marshal PP Singh, PVSM, MVC, AVSM.
- (c) Vice Admiral KK Nayyar, PVSM, AVSM, ~~Vice~~ Chief of the Naval Staff.

3. The Council welcomed the new President Lt Gen KK Hazari, PVSM, AVSM, Vice Chief of the Army Staff.

Item 3 - To receive the Report of the President for the period ending 31 Dec 1985

4. The President pointed out that the income and expenditure position of the Institution is encouraging and is evident of the steady growth and usefulness of the Institution's activities. He, however, pointed out that the income per year continues to be well below what will be required to run such an educational institution particularly when we are engaged in an expansion programme of its activities, enriching the library by addition of the latest books on Defence matters (for which the cost has risen sky high), adequate staff and collection of funds for construction of its own building. In fact, it would not be wrong to say that the normal activities of the Institution are being carried out only because the deficit on that account is being offset by income from the courses. Otherwise, all the activities of the Institution would come to a dead stop. For the present, therefore, we have no alternative but to continue to follow a strict control over expenditure. He recommended the following four steps :-

- (a) Be judicious over the expenditure.
- (b) Effect economy where possible.
- (c) Expansion of staff be done carefully.
- (d) Continue policy of building up a corpus on a road towards self reliance.

In the end the President thanked the Chairman Lt Gen SF Rodrigues and members of the Executive Committee who greatly contribute each year to the Institution's work.

Item 4 - To read and confirm the Minutes of the Council meeting held on 27 Dec 1984

5. The minutes of the above mentioned Council meeting were confirmed.

Item 5 - To consider the Statement of Account and the Auditor's Report for the year 1984-85

6. The Council approved the auditor's report of 1984. As regards the auditor's report of 1985, the Council decided that it should be examined by the Executive Committee and approved by them. On suggestion from Gen Gupta, the Council directed that -

(a) The Chartered Accountant should give a separate Long Form Report for consideration of the Executive Committee and should not combine it with his certification (Short Form Report) on accounts. In case, he has any reservations arising from the Long Form Report, he can give a suitable note on the balance sheet.

(b) The Chartered Accountant should be asked to date his Audit Report and the Balance Sheet.

(c) Budget Estimates for the USI should be prepared by the Executive Committee and approved by the USI Council before the year commences. In case, the Council is not due to meet in time, the Budget Estimates should be got approved from the President of the Council and later got ratified by the USI Council. It is necessary that Budget Estimates are approved by the Council and procedures in this regard should be institutionalised.



(d) Similarly the appointment of Chartered Accountant should be approved by the Council as also his remunerations. The Executive Committee should recommend a panel of the Chartered Accounts for consideration of the Council with their recommendations well in advance of the accounting year. This aspect also needs to be institutionalised.

(e) Gen Gupta also made a suggestion that the Institution should prepare inflow and outflow charts to avoid liquidity problem.

(f) Gen Gupta very kindly agreed to assist the Institution in the implementation of the above suggestions.

Item 6 - To consider measures for enlarging the scope of USI activities

7. The Members made various suggestions regarding the future programme that the Institution should follow which would make the Institution more popular than it is today. It was felt that no amount of popularity will yield results unless the activities are enlarged, touch and concern members. It was decided that the Executive Committee should go into the aims and objectives of the Institution and work out in detail activities that the Institution should pursue in the coming years like seminars, research on specific subjects and lecture programmes for the local members. DGM spelt out measures for enlarging the scope of the USI activities and the effort that he is making to obtain the money from the Govt for the building of the Institution.

Item 7 - To review progress of USI proposed building, the collection of funds thereof

8. The members expressed satisfaction at the progress that has been made to finalise the project. It was pointed out that the architects have submitted their plan to the Urban Arts Commission for their approval and they hope that once it is received, the building can start in the month of September, after the rains. It was also pointed out that efforts should be continued to collect the money from as many sources as possible to complete the whole project. It was suggested that PM may be invited to the Institution.

9. It was suggested that Chiefs of the Staff of three Services should be kept in the picture about developments of USI activities. It was also suggested that Army HQ should give an additional grant, being the larger service. At the same time, it was pointed out

that there should be no attempt at over centralisation as that will undermine the autonomy of the Institution.

Item 8 - To consider and approve suggestions for National Security Lecture for 1986

10. It was left to be examined and finalised by the Executive Committee.

Item 9 - To consider and approve suggestions for National Security Papers for 1986

11. It was left to be examined and finalised by the Executive Committee.

Item 10 - To consider and approve suggestions for USI Seminar for 1986

12. It was left to be examined and finalised by the Executive Committee.

Item 11 - To consider and approve suggestions for USI Gold Medal Prize Essay Competition 1986

13. It was left to be examined and finalised by the Executive Committee.

Item 12 - To consider the recommendations of judges for the award of Gold Medal Prize Essay Competition 1982 - 83

14. On the recommendations of the Judges, entry "STRIKE HARD, STRIKE SURE" was awarded gold medal. The envelop was opened in the presence of the Council members and the winner's name was declared. It was Shri Johnny Mehta of Indian Revenue Service.

Item 13 - To consider recommendations for amendment of rules/regulations received from the Joint Planning Committee Cabinet Secretariat (Military Wing) for the award of MacGregor Memorial Medal.

15. It was decided that the recommendations received from JPC may be examined by the Executive Committee with a view to enlarging the scope of the presentation of this medal, keeping in mind the main purposes of this Institution.

16. It was decided that the medal will be given to Service Officers only

17. It was also suggested that BSF should not be included.

16. The Council reconsidered the case for the award of MacGregor Medal to the following officers, which had been rejected at the previous Committee meeting :-

(a) Capt (now Maj Gen) Rajinder Nath

(b) Capt (now Lt Col (Retd) IN Suri.

The Council was unanimously of the opinion that the recce reports did not merit the award of either the gold or the silver medal. The Council suggested that the officers may be informed accordingly.

Item 14 - To consider forecast estimate for the year 1986 as recommended by the Executive Committee.

17. The Council approved the forecast for the year 1986. The Council felt that since the forecast of expenditure is examined, it should be put up to the Council as an item of information.

Item 15 - To consider the report of the Army HQ Management Directorate on USI.

18. It was decided that both the Army HQ Management Directorate's and Maj Gen SC Sinha's reports should be considered at an extra-ordinary meeting of the Council scheduled to be held in end May 1986.

Item 16 - To consider other points, if any, raised by members of the Council.

19. Membership. The question of membership was discussed at great length. It was felt that cadets passing out from the various Services Academies should be encouraged to become life members. At the same time, efforts should be made to project the USI. It was further suggested that all the three Services Directorates of Training while visiting the Training Institutions, should talk to the cadets and officers about the utility of the USI. It would be useful if a video programme projecting the activities of the USI could be shown to them.

20. Publicity Material. Publicity material should be produced in the form of brochures and videos to educate cadets passing out from NDA, IMA and other Institutions to become life members. Efforts should be made to encourage senior officers to join the Institution.

21. Funds for Publication of Journal. Efforts should also be made to explore the possibility of collecting funds from the Directors of Training to meet the deficit in the printing costs of the Journal and the amount required to improve the printing and get up of the journal.



22. Change of Addresses of Units. The President kindly agreed to take up the matter with FPO regarding the journals returned by them in respect of units moving out of station.

23. Library Books. It was decided that stock taking report of the Library be approved and the loss of 3400 books during the last 110 years or so be written off. Whenever the book/books are recovered, they should be taken on the charge afresh.

24. Security Clearance of Articles. Gen Harbakh Singh pointed out that there is a need for a second look at the security restrictions in the publication of articles and reports by the USI.

25. Research Papers. It was decided that the three Service HQs should consider suggesting subjects of interest to them and also attach officers to the Institution to carry out research. It was also suggested that the officer should take study leave and also be attached for research work. The Secretary pointed out that we have a very well stocked library and are prepared to buy the necessary books not held in the library which may be required by researchers. We could also consider awarding an Institution Fellowship to such research scholars, who produce a valuable research work. The Executive Committee was requested to examine the suggestions and to put up firm proposals.

26. Officiating Appointment. The Council decided that whenever necessary, a member of the Executive Committee be appointed to officiate in place of the Secretary of the Institution.

Item 17 - Vote of Thanks to the President.

27. As there was no other point for discussion, the Members conveyed their Thanks to the President.

(FYARA LAL)  
Colonel  
Hon'y Secretary

DISTRIBUTION

Copy to all the members of Executive Committee and Council.



MINUTES OF THE COUNCIL MEETING HELD ON WEDNESDAY  
22 OCT 86 AT 1000 HRS IN USI LIBRARY

Present

- |  |                                   |                                      |
|--|-----------------------------------|--------------------------------------|
| 1. Lt Gen KK Hazari, PVSM, AVSM<br>Vice Chief of the Army Staff                    | President                         | il                                   |
| 2. Air Marshal S Raghavendran, PVSM, AVSM<br>Vice Chief of the Air Staff           | Vice President                    | of                                   |
| 3. Vice Admiral JG Nadkarni, PVSM, AVSM,<br>NM, VSM, Vice Chief of the Naval Staff | Vice President                    | ut of                                |
| 4. Lt Gen SF Rodrigues, VSM, DGMT  | Chairman Execu-<br>tive Committee | ding                                 |
| 5. Air Vice Marshal S Chand, VM<br>Director of Air Training                        | Member                            | the<br>86.                           |
| 6. Brig NB Grant, AVSM (Retd)  | "                                 | the<br>ad a                          |
| 7. Air Commodore Jasjit Singh, AVSM,<br>Vr C, VM                                   | "                                 |                                      |
| 8. Lt Gen SL Menezes, PVSM, AVSM (Retd)  | "                                 | the                                  |
| 9. Commodore HL Sachar, IN<br>Director of Naval Training                           | "                                 |                                      |
| 10. Maj Gen SC Sinha, PVSM (Retd)  | "                                 | Minister<br>for                      |
| 11. Lt Gen AM Vohra, PVSM (Retd)   | "                                 |                                      |
| 12. Col Pyara Lal, AVSM (Retd)   | Hony Secretary.                   | ate of<br>he<br>ay be<br>amme<br>ved |

Item 1 - To receive apologies for absence

1. Apologies for absence were received from the following Council Members :-

1. Air Marshal PK Puri
2. Lt Gen Harbaksh Singh, Vr C (Retd)
3. Lt Gen FM Bilimoria, PVSM
4. Lt Gen SP Malhotra, PVSM (Retd)
5. Vice Admiral MK Roy, PVSM, AVSM (Retd)
6. Shri CV Avadhani
7. Lt Gen AM Sethna, PVSM, AVSM (Retd)
8. Maj Gen MC Gupta, PVSM (Retd)

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Item 2 - To read and confirm the Minutes of the Council meeting held on 21 Mar 1986

2. The minutes were approved.

Item 3 - To consider measures for enlarging the scope of USI activities

3. The recommendations contained in various reports were discussed at length and the main changes arising out of the discussions are given at Appendix 'A'.

Item 4 - To consider progress of the proposed USI Building BUILDING PLANS

4. The Chairman Building Committee pointed out that the plans were submitted to Urban Arts Commission on 22 Apr 86. We have not so far received their approval.

DGMT pointed out that he has written a letter to the Secretary, Ministry of Urban Development and has received a tentative reply as under. "The Commission has requested this Ministry to forward the Status Report on the Ridge. The report will be submitted shortly."

The President suggested that we should vigorously follow up the case with Urban Arts Commission to obtain the sanction as early as possible.

#### FUNDS

The Council Members were informed that the Prime Minister has very graciously granted Rs 1.2 crores in a lump sum for the building.

It was decided that due to uncertainty of the date of commencement of the construction, of the USI Building, the above amount instead of being kept in current account, may be invested with Public undertakings. The investment programme has been examined by the Finance Member and it was approved that for the present 1.2 crores be invested as under :-

- (a) Rs 40.00 lakh for one year with SAIL.
- (b) Rs 40.00 lakh for two years with BEL.
- (c) Rs 40.00 lakh for three years with BEL.

The President reiterated that every care should be taken in the judicious utilisation of the grant. There should be a proper supervision and management. The Building Committee should oversee the progress and expenditure at every stage.

#### FOUNDATION LAYING

It was also agreed that once the approval is obtained, we should approach the PM for laying the foundation stone of the building.

Item 5 - To consider amendments of rules/regulations for award of MacGregor Memorial Medal as recommended by the Executive Committee.

10. The recommendations received from the Joint Planning Committee, DGMT and various other recommendations from the other members were discussed at length. The following decisions were taken :-

- (a) The first priority for the award will continue to be for military reconnaissance or journey of exploration of the year.
- (b) In the absence of any individual eligible on the above, the following may also be considered for these awards :-
  - (i) Mountain/desert expedition.
  - (ii) Rafting down rivers.
  - (iii) World cruises like the Trishna
  - (iv) Polar expeditions.
  - (v) Running/trekking across the Himalays.
  - (vi) Flights including adventure by light aircrafts/microlight aircrafts.

Item 6 - To consider other points, if any, raised by Members of the Council.

#### FINANCE

11. Forecast for 1987 was approved. In the forecast the following changes were proposed :-

- (a) The provision for Library Books/periodicals was raised from Rs 50,000/- in 1986 to Rs 75,000.00 in 1987.
- (b) Purchase of a Duplicating Machine at a cost of Rs 20,000 was provided in 1987.

12. Revised Estimates for 1986 were presented to the Council and approved. In the revised estimates the increase of allotment on Library books/periodicals from Rs 50,000/- to Rs 55,000/- was approved.

#### GOLD MEDAL COMPETITION

13. Recommendations of the judges for the gold medal essay competition were received and examined. The following decisions were taken :-

- (a) None of the entries were recommended for gold medal award.
- (b) The entry 'Unity in Diversity and Diversity in Unity' by Maj VS Panwar was considered to be the best entry and a cash prize of Rs 400/- was approved.



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(c) In the category of competition for officers of the rank of Major and equivalents with not more than 10 years of service, there was only one entry by Capt RS Lujla. The judges felt that it cannot be treated as a competition. A consolation prize of Rs 200/- was, however, approved for this entry.

Creation of post of Director

(d) The Council decided the change in the designation of the Secretary to Director in the light of the new structure. It was also decided that Colonel Pyara Lal, at present, Hony Secretary, will be the new Director. ✓

(e) Council Elections - 1987-1989

The quota of elected members was raised from 12 to 14. It was also decided that we should now go ahead with the elections and election process should be finalised by the Council by the end of Dec 86.

(f) Advisory Committee

Gen MC Gupta suggested that we may consider appointment of an Advisory Committee, as has been done in AGI, of personalities who could be of help to the Institution. This was accepted in principle.

(g) Review of Staff Salaries

The Committee headed by Maj Gen Sinha was requested to go in the matter and to submit its report.

(PYARA LAL)  
Colonel  
Director  
April

DISTRIBUTION

All Members of Executive Committee and Council.



Appendix A to Minutes of the  
 USI Council Meeting held on  
 22.10.86 (Refers to Item 3)

RULES AND BYE-LAWS OF THE USI OF INDIA

1. The main points arising out of discussions are as follows :-

(a) Patron of the Institution. The President of India.

(b) Vice Patron. Governors of States and Lt Governors of Union Territories other than Delhi are not included. The following are now included as Vice Patron :-

- |                                    |                                |
|------------------------------------|--------------------------------|
| (i) Vice President of India        | (v) Chief of the Army Staff    |
| (ii) Minister of External Affairs. | (vi) Chief of the Naval Staff. |
| (iii) Minister of Defence          | (vii) Chief of the Air Staff.  |
| (iv) Lt Governor of Delhi.         |                                |

The Council may invite any other high dignitary to be Vice Patron as it deems appropriate.

(c) Council.

(i) The Council will have 14 elected members instead of 12 at present and seven ex-officio members.

(ii) The following existing ex-officio members have not been included in the Council :-

- (aa) Financial Adviser (Defence Services)
- (ab) D F A (AG)
- (cc) Commandant DSSC
- (dd) Commandant NDC.

(d) President. The President will be elected by the Council from amongst its members for a term of one year.

(e) The three Vice Chiefs will function as Vice Presidents of the Institution.

(f) (i) Elected Members. Under exceptional circumstances if it has not been possible to hold elections to the Council within the stipulated period, then the term of the elected members may be extended upto a maximum period of one year.

(ii) Any member of the Council is unable to attend two consecutive meetings of the Council or who is appointed to a tour of service abroad, will vacate his seat on the Council. Vacancies occurring on the Council may be filled by the Council nominating a member resident in Delhi, for the remaining term of the Council.

(iii) Members of the Council may not stand for election for the third term after completing two consecutive terms on the Council, unless specially recommended by two thirds majority of the Council members in session.

(g) Council Meeting

(i) The President shall preside over the meetings of the Council. In his absence, the meeting will be presided over by one of the Vice Presidents. In the absence of all the Vice Presidents, the Chairman of the Executive Committee will preside over the meeting. The minutes of the last meeting will be read out at the meeting and when approved, signed by the Chairman.

(ii) When a resolution has been adopted by the Council no motion shall be made to alter or revoke the same unless notice is given on the agenda at the Council meeting for consideration on a future Council meeting and it shall be necessary for at least one half of the total council members to be present at the meeting when the motion is brought forward and of those present, 2/3 must support the motion previous to its being carried.

(iii) Copies of the minutes of the Executive Committee meetings for the intervening period will be attached to the agenda for the Council meeting.

(iv) Six members of the Council, of whom at least three shall be ex-officio and three elected, shall be a quorum.

(h) Executive Committee.

(i) It will be appointed annually at the meeting of the Council. It will comprise the following :-

D G M T - Chairman

Six members resident in Delhi of whom -

2 members will be ex officio members;  
4 members will be elected.

At each meeting of the Executive Committee, the Minutes of the last meeting will be read out and when approved, signed by the Chairman.

(ii) The following existing Ex-Officio members have not been included in the Executive Committee :-

JS (G) and DFA (AG)

(iii) The Executive Committee will be appointed by the Council for a period of one year at a time as against three years, at present.

(iv) Three members of the Executive Committee including at least one elected member and one ex officio member shall form a quorum. In the absence of the Chairman, one of the ex officio members shall act as Chairman of the meeting.

(j) Council Election

(i) At least six months before the members of the Council are due to complete three years, they may draw up a list of members proposed to fill a vacancy on the Council. Such names shall be proposed and seconded by individual members of the Council.

(ii) Names proposed by members duly seconded by one other member should be forwarded to the Director, USI with the consent of the Member, at least six months before the term of the Council. If the members do not exercise the privilege, the duty of proposing adequate nominees devolves on the Council.

(iii) The Council will nominate an Election Officer. All envelopes received by the Director upto the date of promulgation, will be placed before the nominated Election Officer, who will collate the voting results and submit the same to the Director duly attested. The Director will put up the results to the President of the Council for promulgation.

(k) USI Membership

(i) All officers of the Defence Services.

(ii) All Class-I gazetted officers of the Central Services.

(iii) Any person mentioned in sub paras (i) and (ii) above will also be eligible even though he is retired or released from the Service.

(iv) Cadets from the NDA and Cadets from the Services Academies and Midshipmen. Such membership shall be terminated if the cadet fails to gain a commission in one of the three armed Services. In such an event, the life membership subscription shall be refunded after deducting one year's subscription as an ordinary member.

(v) Honorary Members. Vice Chancellors and Heads of Deptts of Defence Studies, Universities, and other gentlemen may be admitted as honorary members of the Institution, for a period of three years at a time if a member proposes and seconded by at least

two members of the Institution in writing and duly approved by the Council.

(vi) Corporate Members. The representative members may be admitted from any body, organisation or firms making a corporate subscription on terms and conditions laid down by the Council from time to time. Representative members shall have the same rights and privileges as honorary members.

(1) Expulsion of Members. If any member shall contravene the bye-laws and so conduct himself that in the opinion of the Council it is no longer desirable that he continues as a member, the Council shall have the power to terminate his membership. At least one half of the members of the Council being present at such a meeting of the Council. A member so expelled shall forfeit all claims on the Institution.

(m) Subscription. The rates of subscription have been revised as under, effective from 1 Jan 87.

- |                        |  |
|------------------------|--|
| (i) Ordinary members   | - Rs 30/- Entrance fee<br>Rs 30/- per annum.                                       |
| (ii) Life Members      | - Rs 30/- Entrance fee<br>Rs 250/- life subscription payable in single instalment. |
| (iii) Honorary Members | - Rs 30/- per annum.   |
| (iv) Corporate Member  | - Rs 2000/- per annum.   |
| (v) Subscriber member  | - Rs 60/- per annum.   |

(n) Director. The existing post of Hon. Secretary has been upgraded to that of a Director and posts of Dy. Director and Editor, \*Deputy Director (Research), Adm Officer, Chief Librarian, Accounts Officer and subordinate staff approved. The Director will be the Chief Executive Officer of the Institute and as such, shall be in charge of the activities and current business of the Institution and act as Secretary to the Council. The new organisation will come into force after the new premises are ready.

\* This will be activated at an appropriate time.



(21) 5P

MINUTES OF USI COUNCIL MEETING HELD ON  
11 DEC 87 AT 1000 HOURS IN USI LIBRARY

Present -

- |   |                            |
|---|----------------------------|
| 1. Lt Gen SF Rodrigues, VSM<br>Vice Chief of the Army Staff                             | Vice President<br>Chairman |
| 2. Vice Admiral GM Hiranandani,<br>PVSM, AVSM, NM, ADC<br>Vice Chief of the Naval Staff | Vice President             |
| 3. Lt Gen FT Dias, AVSM, Vr C<br>D G M T  | Member                     |
| 4. Capt IA D'Cunha<br>Offg Director Naval Training                                      | Member                     |
| 5. Air Vice Marshal S Chand, VM<br>Director of Trg (Air)                                | Member                     |
| 6. Air Cmde Jasjit Singh, AVSM, VrC, VM   | Member                     |
| 7. Lt Gen Harbaksh Singh, Vr C (Retd)   | Member                     |
| 8. Lt Gen ML Thapan, PVSM (Retd)  | Member                     |
| 9. Lt Gen JFR Jacob, PVSM (Retd)  | Member                     |
| 10. Lt Gen SP Malhotra, PVSM (Retd)   | Member                     |
| 11. Lt Gen AM Sethna, PVSM, AVSM (Retd)   | Member                     |
| 12. Lt Gen (Dr) ML Chibber,<br>PVSM, AVSM, Ph D (Retd)                                  | Member                     |
| 13. Lt Gen RK Jasbir Singh, PVSM (Retd)   | Member                     |
| 14. Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)   | Member                     |
| 15. Vice Admiral S Mookerjee, PVSM, AVSM<br>(Retd)                                      | Member                     |
| 16. Vice Admiral KK Nayyar, PVSM (Retd)   | Member                     |
| 17. Brig NB Grant, AVSM (Retd)  | Member                     |
| 18. Maj Gen SC Sinha, PVSM (Retd)   | Secretary                  |

Item 1 - To receive apologies for absence

1. Apologies for absence were received from the following Council Members:

- |  |                             |
|--|-----------------------------|
| (a) Air Marshal S Raghavendran, PVSM, AVSM<br>Vice Chief of the Air Staff. | President of<br>the Council |
| (b) Shri SK Bhatnagar, Defence Secretary                                   | Member                      |
| (c) Lt Gen ZC Bakshi, PVSM, MVC, Vr C, VSM                                 | Member                      |

Item 2 - Condolence Resolution

2. The Chairman expressed grief and sorrow at the sad demise on 23 Nov 87 of Colonel Pyara Lal, AVSM, erstwhile Director, USI. Lt Gen ML Thapan proposed a condolence resolution to place on record the deep regret and sorrow of the Council on the passing away of Col Pyara Lal. The resolution was adopted and it was decided to convey the condolences of the Council to the bereaved family.

3. Lt Gen JFR Jacob proposed that in recognition of the long and dedicated services rendered by Col Pyara Lal to the USI, some steps ought to be taken to perpetuate his memory, such as instituting a medal. A proposal was also made of naming after him the library in the new USI building, when it comes up. After some discussion, it was decided that the Executive Committee should come up with proposals for the consideration of the Council at its next meeting.

Item 3 - Vote of thanks to the outgoing President and Members

4. The members passed a vote of thanks to the outgoing President of the USI, Lt Gen KK Hazari, PVSM, AVSM and other out-going members of the Council for the services rendered to the USI. They also welcomed the new President, Air Marshal S Raghavendran, PVSM, AVSM.

Item 4 - To receive the President's Report for 1987.

5. The Council received the President's Report for 1987, which is placed at Appx A of the minutes.

Item 5 - To read and confirm the minutes of the Council meeting of 22 Oct 86.

6. The minutes of the last Council meeting were approved.

Item 6 - To consider the Statement of Accounts and Auditor's Report for the year 1986 and to approve the Budget for 1988.

7. The Chairman noted that while the audited Statement of Accounts for the year 1986 had been sent out to the members he regretted that it had not been possible to send out copies of the audit report, which had, however, been placed on the table. He pointed out that no major objections had been raised by the auditors. The points raised had either been suitably replied, or else action had been taken to rectify the objections. In reply to a query from Gen Jacob, it was pointed out that most of the funds were invested in the Public Sector companies and that the USI was also collecting the brokerage for the amounts invested. It was stated by the Director that the emoluments of the Dy Director had not been included in the Budget forecast for 1988 and these would be included after the Council had approved the employment of the Dy Director.

8. Air Cmde Jasjit Singh proposed that the audited accounts be passed and the budget proposals be accepted. The proposal was seconded by Lt Gen SP Malhotra and approved by all the members.

Item 7 - To review the progress of the proposed USI Building and to appoint a Building Sub Committee

9. The Chairman informed the Council that the Delhi Urban Arts Commission had turned down our plans as they were not willing to allow any construction on the South Ridge. He had, however, taken up at a high level in the Prime Minister's Secretariat to have the decision of DUAAC reviewed. Action was also being simultaneously taken to have an alternative piece of land earmarked in the Cantonment. The COAS had suggested that land should be allotted to the USI near the second DSOI, which was being planned. The Director stated that he had seen the QMG and written to the GOC-in-C Western Command for land to be allotted opposite the existing DSOI at Dhaula Kuan, adjacent to the proposed site of the IDS building as this would be a better site than any next to the second DSOI.

10. In view of the expenditure already incurred on architect's fees for building plans on the existing site, the Council decided that efforts to obtain sanction to build on the existing site should be pursued with the Prime Minister's Secy. At the same time, to avoid delay, a cut off date, five to six months hence, should be laid down. After this date all efforts must be made to obtain a fresh piece of land opposite the existing DSOI in Dhaula Kuan, adjacent to the proposed site for the IDS building.

11. The Council elected Vice Admiral KK Nayyar as the Chairman of the Building Sub-Committee and Lt Gen ZC Bakshi, Lt Gen JFR Jacob and Air Cmdr Jasjit Singh as members. Maj Gen SC Sinha would be the Secretary of the Sub-Committee.

12. The Director informed the Council about the willingness of Army Welfare Housing Organisation to undertake the construction work of the USI Building. The Council decided that this should be left to the Building Sub-Committee to take a decision on the matter at the appropriate time.

Item 8 - To consider the new rules of the USI made out by a Committee headed by Maj Gen SC Sinha

13. Admiral Mookerjee felt that under the rules all the functions of the Council appeared to have been delegated to the Executive Committee. After discussion, the Council approved and adopted the new rules, with the proviso that, as agreed by him, Admiral Mookerjee should come up with proposals to improve upon these rules. His proposals would be considered by the Council at their next meeting.

Item 9 - To consider and approve the appointment of the Director

14. Gen Jacob proposed that the appointment of Maj Gen SC Sinha, PVSM (Retd) be approved but he should accept a proper remuneration. On Gen Sinha insisting on working on an honorary basis, the Council approved his appointment and decided that he should be paid an honorarium of Rs.1500/- for his transport expenses and a separate amount to cover the expenses of his residential telephone. ✓

1/2 month



Item 10 - To consider and approve the appointment of the Deputy Director-cum-Editor

15. The Council confirmed the appointment of Air Cdre NB Singh as Deputy Director-cum-Editor on a consolidated salary of Rs.2000/- p.m. and an allowance of Rs.500/- for transport.

Item 11 - To consider the measures to rectify the unsatisfactory response to the USI Gold Medal Essay Competition.

16. The Council expressed their concern over the unsatisfactory position wherein this year only one essay had been received for the USI Gold Medal Essay competition. The Council decided that in addition to the Medal, a cash prize of Rs.2000/- should be awarded to the winner and Rs.1000/- to the runners-up.

Item 12 - To consider and identify speakers for the USI National Security Lecture for the year 1988.

17. The Chairman informed the Council that the lecture by Dr Raja Ramanna had been held over from 1987 to 1988. Dr Ramanna had agreed to deliver the talk in Mar 88. After some discussion the Council decided that one of the following eminent personalities should be approached to deliver the USI National Security Lecture for 1988 around the month of Oct/Nov 88:-

- (a) Shri LK Jha
- (b) Shri S Nihal Singh
- (c) Shri BK Nehru

Item 13 - To appoint members of the Executive Committee

18. The Council elected the following members to serve on the Executive Committee:-

- |  |          |
|--|----------|
| (a) Lt Gen FT Dias, AVSM, Vr C                         | Chairman |
| (b) Director Nayal Training                            | Member   |
| (c) Air Vice Marshal S Chand, VM                       | Member   |
| (d) Air Cdre Jasjit Singh, AVSM, Vrc, VM               | Member   |
| (e) Lt Gen ZC Bakshi, PVSM, MVC, AVSM, Vr C, VSM(Retd) | Member   |
| (f) Lt Gen JFR Jacob, PVSM (Retd)                      | Member   |
| (g) Vice Admiral KK Nayyar, PVSM (Retd)                | Member   |
| (h) Vice Admiral S Mookerjee, PVSM, AVSM (Retd)        | Member   |

Item 14 - Any other points by members

19. Brig NB Grant proposed that USI centres should be opened in other large military stations as at present benefits of the USI were restricted to only its members in Delhi. After discussion the Council felt that though this was a commendable step, but after our past experience of trying to set up such an USI Centre at Pune, we should proceed cautiously with the proposal. Such Centres should be set up only after positive responses have been received from the local authorities. The



Council further felt that for the present it was for the  
USI members in a station to try and set up such local centres  
and forward proposals for the help they want from the USI.

20. Brig Grant stated that he was the only member of  
the USI Council who had to come from a far away place and  
felt that in such cases the USI should re-inburse expenses  
for travel by air instead of only first class rail fare. ✓  
Keeping in view the position of the USI funds the Council felt  
that air travel expenses should be reimbursed only under  
exceptional circumstances. Members should be requested to  
travel by rail where convenient super fast trains were  
available.

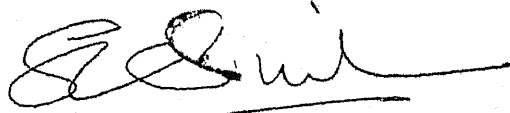
21. Gen Harbaksh Singh, Vr C suggested that to encourage  
more persons to join as life members some rebate on the fees  
for various correspondence courses should be given to those  
officers joining as life members. It was decided to refer  
this suggestion to the Executive Committee to work out  
suitable proposals and implement it.

Item 15 - Election of the President of the Council according  
to the new USI Rules

22. Admiral Hiranandani proposed that Lt Gen SF Rodrigues  
be elected as the President of the USI Council for the coming  
year after Air Marshal S Raghavendran. This was unanimously  
approved by the Council.

Item 16 - Vote of Thanks to the Chairman

23. There being no other points, the Meeting concluded  
with a vote of thanks to the Chairman, Gen SF Rodrigues.



(BSC Sinha),  
Maj Gen (Retd)  
Secretary  
Dec 87  
Tele 3015828

To

All Present  
(No. 17/USI )

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF A COUNCIL MEETING HELD ON 15 DECEMBER 1988  
AT THE USI LIBRARY.

PRESENT:

1. Lt Gen SF Rodrigues, PVSM, VSM  
VCOAS President
2. Vice Admiral GM Hiranandani,  
PVSM, AVSM, NM, ADC Vice President
3. Air Marshal N.C. Suri, PVSM  
VCAS Vice President
4. Lt Gen M.A. ZAKI, AVSM, Vr C.  
DGMT Member
5. Commodore G. Rai, NM  
Director Naval Training Member
6. Air Vice Marshal M. Panerji, MVC VM  
Director Training (Air) Member
7. Air Commodore Jasjit Singh,  
AVSM, Vr.C., VM Member
8. Lt Gen Harbaksh Singh, Vr.C. (Retd) Member
9. Lt Gen M.L. Thapan, PVSM (Retd) Member
10. Lt Gen JFR Jacob, PVSM (Retd) Member
11. Lt Gen Z.C. Bakshi,  
PVSM, MVC, Vr.C. VSM (Retd) Member
12. Lt Gen A.M. Sethna, PVSM, AVSM (Retd) Member
13. Lt Gen R.K. Jasbir Singh, PVSM (Retd) Member
14. Lt Gen M. Thomas,  
PVSM, AVSM, VSM (Retd) Member
15. Vice Admiral K K Nayyar,  
PVSM (Retd) Member
16. Vice Admiral S. Mookerjee  
PVSM, AVSM (Retd) Member
17. Brig N.B. Grant, AVSM (Retd) Member
18. Maj Gen S.C. Sinha, PVSM (Retd)  
Director U.S.I. Secretary

Contd ..2..

-2-

Present:

- |   |               |
|---|---------------|
| 19. Air Cmde N.B. SINGH (Retd)<br>Dy Director & Editor, USI | In attendance |
| 20. Brig. G.L. Sachdeva (Retd)<br>Dy Director (Admin), USI  | -do-          |
| 21. Mr. A.K. Luthra, Auditor                                | -do-          |

Item I - To receive apologies for absence

Apologies of absence were received from the following Council Member:

Lt Gen S.P. Malhotra, PVSM(Retd) Member

Item 2 - To receive the President's Report

2 The Council received the President's Report for 1983, which is placed at Appendix 'A' of the minutes.

Item 3 - To read and confirm the minutes of the Council Meeting of 11 December, 1987

3 The minutes of the last Council Meeting were approved.

Item 4 - To consider the Statement of Accounts and the Auditor's Report for 1987

4. The Auditor, Mr. AK Luthra, explained the position of the accounts and stated that the state of funds were healthy and there were no irregularities. The audit objections related mainly to procedural irregularities all of which had been either satisfactorily explained or steps initiated to rectify the faults.

5. Gen Thapan queried the Auditors remarks regarding the over-insurance of library books. He felt that the many rare books in the library were likely to be of much greater value than their actual book value. It was explained by the Director that the books were insured against their replacement value and this had been confirmed with the Insurance Company concerned. The Council decided that as against insurance as at present taken out against damage from fire, the policy should be a comprehensive one covering risks of loss from theft, riot, floods or earthquakes.

6. Gen Jacob pointed out that the National Archives should be consulted on the preservation of the large number of rare books in the Library as other methods of preservation



-3-

may cause damage to the books.

7. The Auditor pointed out that Government had declared that for tax purposes all accounts were required to be for the duration of financial year. The USI practice of keeping its accounts for the calendar year required to be changed in order to follow the Government directions on the subject. After discussion the Council decided to adopt the financial year for the USI accounts. The Council directed that this be implemented by extending the present accounting year by three months and thus closing the accounts on 31 Mar 1989.

Item 5 - To consider and approve the Revised Budget for 1988 and the Budget Estimate for 1989

8. The Council approved the Revised Budget for 1988 and also the Budget Estimate for 1989.

Item 6 - Review of the working of the USI Journal

9. The Council expressed its satisfaction on the improvements made in the get up of the Journal and in the quality of its articles. The Council approved the extra expenditure involved in achieving these improvements and directed that greater efforts be made to obtain more advertisements to help in meeting the increased expenditure.

10. The Council directed that the name of the Dy Director (Admin) should also appear in the Journal along with all officers working in the USI so that the members would be aware of all the office-holders.

Item 7 - Review of the progress of the USI Building Project

11. The President stated that the Army HQ had recommended the allotment of 5.15 acres of land on the Rao Tula Ram Marg opposite the Signals Enclave. The Defence Finance and the Ministry of Defence had suggested that the USI should share a common building along with the IDSA and the Foreign Service Training Institute. He had raised objection to this as the USI was an autonomous body privately financed. Mixing the Institution with a Government body would lead to several complications. He had offered that the USI would scale down its land requirements to three acres. He felt that in this location, where all the land was buildable, this reduction of our land requirement would not affect our project in spite of the building rules permitting only 25% of the land to be built upon and buildings being restricted to a height of 45 feet.

12. Air Commodore Jasjit Singh pointed out that the IDSA had not been consulted about sharing a common building and other facilities with the USI. The Prime Minister had directed that the IDSA and the FSTI were to share common facilities.

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Further he had pointed out earlier that their land requirements far exceeded 5 acres.

13. The Council approved the position taken by the President in keeping the USI as a separate entity. They also approved the scaling down of the land requirements for the project to three acres in this area if this was inescapable. The Council directed the Executive Committee and the Building Sub Committee to review all the requirements of the USI so that proper directions could be given to the Architects.

14. On recommendations of Admiral Nayyar, Chairman of the Building Sub Committee, the Council approved the retention of the Design Group as the Architects for the building project on the alternative site after it had been allotted. After discussion on whether the construction work should be given to the MES, AWHO or other private contractors, the Council decided to leave this to be decided at the appropriate time by the Building SubCommittee.

Item 8 - Consider an increase in the rates of membership subscriptions

15. The Council approved the following rates of subscriptions to be effective from the new USI financial year - 1st April '89:-

	<u>Joining</u> <u>Fee</u>	<u>Subscription</u>
(a) Ordinary members	Rs. 50/-	Rs. 50/-
(b) Life members	Rs. 50/-	Rs. 450/-
(c) Conversion to life member after 5 years membership	-	Rs. 350/-
(d) <u>Subscribers Memberships</u>		
(i) One year	Rs. 30.00	
(ii) Two years	Rs. 155.00	
(iii) Three years	Rs. 230.00	
(iv) Four years	Rs. 300.00	
(v) Five years	Rs. 350.00	

Item 9 - Amendments to the USI Rules proposed by  
Vice Admiral S. Mukerjee, PVSM, AVSM (Retd)

16. The Council accepted the changes proposed by Lt Gen Thapan to the proposals made by the Vice Adm Mukerjee. Placed at Appendix 'B' are the amendments that were approved by the Council to the new USI rules.

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(No mention of any App A).

-5-

17. To give effect to the changes in financial control proposed in the amendment to the rules of the USI the Council resolved that bank cheques issued by the USI would in future be signed jointly by the Director/Officiating Director and the Dy Director Administration.

Item 10- Speakers for the USI National Security Lecture for 1989

18. After discussion on the need for choosing subjects at the macro level and speakers who would have been necessary impact to fulfil the objectives of the USI National Security lectures, the following subjects and speakers were identified to be approached for the 1989 USI National Security Lecture:-

(a) Speakers for the Subject "Armed Forces in the formulation and evolution of National policy in India":-

- (i) The Prime Minister
- (ii) Shri Warsimha Rao Foreign Minister
- (iii) Shri K.C. Pant, Defence Minister.

(b) Speakers for the subject "Resources Management for National Security":-

- (i) Shri Ram Malhotra, Governor Reserve Bank.
- (ii) Shri Sukhomoy Chakrabarty, Advisor in the P.M.'s Secretariat.

Item 11 - Subjects and authors for National Security Papers

19. The Council directed the Executive Committee to decide on the matter.

Item 12 - Nomination of Judges for the 1988 USI Gold Medal Essay Competition

20. The Council directed the Executive Committee to nominate the judges.

Item 13 - Subjects and Chairmen for Seminars to be held in 1989

21. The Council directed the Executive Committee to select suitable subjects and nominate chairment for seminars to be held during 1989.



-6-

Item 14 - Appointment of the Executive Committee for 1989

22. The Council requested the present members of the Executive Committee to continue for the year 1989.

Item 15 - Appointment of Auditors for 1989

23. The Council approved the appointment of M/s Luthra & Luthra for the year 1989 on the same remuneration.

Item 16 - Points raised by Council Members

24. No points were raised by Council Members.

Item 17 - Other points raised with the permission of the President

25. The Director drew the attention of the Council to the need of writing off the cost of 3397 books that were untraceable by the Board held in Aug '85. The Council approved the write off of books valued at Rs. 50,884.45P.

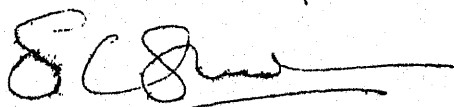
Item 18 - Election of a President of the USI Council for 1989

26. Admiral Mukerjee proposed Air Marshal NC Suri for President of the USI Council for 1989. This was seconded by Admiral Nayyar and unanimously approved by the Council. The Council, however, requested General Rodrigues to complete all the transaction concerning the acquisition of land for the USI building project.

Item 19 - Vote of thanks

27. Lt General Jacob welcomed the new President designate, Air Marshal Suri and proposed a vote of thanks to the outgoing President Gen SF Rodrigues. The proposal was unanimously approved by the Council.

28. There being no further business the meeting concluded with a vote of thanks to the President.



(SC SINHA)  
Maj Gen (Retd)  
Secretary  
16 Dec '88  
Tele 3015228

To

All Council Members  
(No.17/USI/88)



RECOMMENDATIONS OF AMENDMENTS TO THE  
UNITED SERVICE INSTITUTE RULES

BY

Vice Admiral S Mookerjee, PVSM, AVSM (Retd)

CHAPTER I

1. Designation. It should be "United Service Institution of India". The present designation - "United Service Institution" is not grammatically correct.

2. Object. It should read "National Security in general and Defence Services in particular" and not in the order presently stated.

3. Proceedings.

(a) Sub para (a), line two, should read "containing works of National Security of professional interest to the three Defence Services".

(b) In sub para (b), "quarterly" to be inserted before "journal".

(c) Sub para (f) after "other bodies" insert "both national and international".

CHAPTER II

4. Patron, Vice Patrons, Members and Subscribers.

In sub para (b)(iv), instead of the Lt Governor of Delhi, "the Minister for Science and Technology" should be included as a Vice Patron.

5. Honorary Members. In para 5, line three, delete 'gentlemen and replace with - "distinguished persons in the field of National Security and other related fields".

6. Para 9.

(a) In line four, delete "or alternatively by post",

(b) In line, five, after the word "subscription", insert "of both annual and life members".

(c) In line six, delete - "expiry of six months from".

7. Para 10. In line four, instead of "Secretary", substitute "Institution".

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2. *Amendments were proposed by Lt Col. S. M. Mookerjee, PVSM, AVSM (Retd) and approved by the Council of the Institute on 15.12.61.*

*Amendments were accepted. Those marked with X were not accepted.*

*Appendix B*  
*(Refer to Para 16 of Summary Meeting held on 15.12.61)*



- ✓ 8. Para 12. In line one, delete "Secretary of the".

### CHAPTER III

- ✓ 9. Para 14. In line three, delete the word "Standing" and in line four after "Director" insert "General".
- ✓ 10. Para 19. In line one, after Chairman insert "of the Executive Committee and the President of the Council".
- ✓ 11. Para 20. Lines two and three, delete "of the President of the Council shall be final and binding" and instead - "will be by majority of votes".
- ✓ 12. Para 21. In line one, delete "Executive Committee". In line two, after "Minute Book" insert the sentence - "Copies of the minutes of the Council Meeting and of the Executive Committee shall be circulated to all its members within one month of the meeting."

### CHAPTER IV

- X 13. Heading of the Chapter to read "Funds, Expenditure and Audit".
- ✓ 14. Para 2. In line one delete - "At the beginning of each year" - and substitute - "On completion of audit of the previous financial year".
- ✓ 15. In line four of para 2, after the word "Institution", insert - "for the following financial year and this budget estimate will be placed before the Council for their approval".
- ✓ 16. In line five of para 2, after the word "allotments" insert "upto a ceiling of 20 per cent over the expenditure".
- ✓ 17. In line six of para 2, delete "Executive Committee" and substitute "Council".
- ✓ 18. Para 3. In line two, delete - "and Chairman of the Executive Committee" and insert after Director - "Offg Director of the USI and the Deputy Director Administration". In line four, delete "Secretary" and substitute - "Deputy Director (Administration)".
- ✓ 19. Para 4. In line three, delete "Secretary" and substitute "Deputy Director (Adm)".

1989

UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF A COUNCIL MEETING HELD AT THE  
USI LIBRARY AT 1000 Hrs ON 27 DEC 1989

Present -

1. Air Marshal NC Suri,  
PVSM, AVSM, VM, ADC  
Vice Chief of the Air Staff - President
2. Lt Gen VK Sood, PVSM, AVSM,  
Vice Chief of the Army Staff - Vice President
3. Lt Gen VP Airy, MVC  
Director General Military  
Training - Member
4. AVM M Banerji, MVC, VM  
Director Training (Air) - Member
5. Captain IA D'Cunha, IN  
Offg Director Naval Training - Member
6. Lt Gen ZC Bakshi,  
PVSM, MVC, Vrc, VSM (Retd) - Member
7. Brig NB Grant, AVSM (Retd) - Member
8. Air Cmde Jasjit Singh,  
AVSM, Vrc, VM  
Director IDSA - Member
9. Lt Gen RK Jasbir Singh,  
PVSM (Retd) - Member
10. Lt Gen ML Thapan, PVSM (Retd) - Member
11. Maj Gen SC Sinha, PVSM (Retd)  
Director, USI - Secretary
12. Air Cmde NB Singh (Retd)  
Dy Director & Editor, USI - In attendance
13. Brig GL Sachdeva  
Dy Director (Adm) - "
14. Mr. A.K. Luthra,  
Chartered Accountant - "
15. Mr. Jagmohan Sabherwal  
Legal Adviser USI - "



Item I - To receive apologies for absence

1. Apology of absence were received from the following Council members :-

- (a) Shri Naresh Chandra, IAS  
Defence Secretary
- (b) Vice Admiral SC Chopra, PVSM, AVSM, NM, ADC  
Vice Chief of Naval Staff
- (c) Lt Gen(Dr) ML Chibber, PVSM AVSM, PhD (Retd)
- (d) Lt Gen Harbaksh Singh, Vrc (Retd)
- (e) Lt Gen JFR Jacob, PVSM (Retd)
- (f) Lt Gen SP Malhotra, PVSM (Retd)
- (g) Vice Admiral S Mookerjee, PVSM, AVSM (Retd)
- (h) Vice Admiral KK Nayyar, PVSM, AVSM (Retd)
- (j) Lt Gen AM Sethna, PVSM, AVSM (Retd)
- (k) Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)

Item II - To receive the President's Report for 1989.

2. The Council received the President's Report for 1989, which is placed at Appendix 'A' of the minutes.

Item III - To Confirm the minutes of the Council Meeting held on 15 Dec '88.

3. The Council felt that the matter of taking out a policy to cover the comprehensive risks for the library should be discussed again with the Insurance Company. Gen Thapan suggested that all rare books of the Library should be stored in fire-proof steel almirahs. The Council accepted this suggestion and asked the Director USI to examine it.

4. Lt Gen Thapan proposed and Lt Gen RK Jasbir Singh seconded the proposal to confirm the minutes of the last Council meeting. The proposal was adopted by the Council.

Item IV - To consider the Statement of Accounts and the Auditors Report for 1988/89

5. The Auditor Mr. AK Luthra explained the position of the accounts and stated that there were no irregularities. The audit objections related mainly to procedural errors most of which had been either satisfactorily explained or



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steps initiated to rectify the faults. In the latter category, he brought the following matters to the notice of the Council :-

(a) The book value of the library books at present was much lower than the value for which they had been insured. This should be the same as the value for which the insurance cover is taken out. After discussing the difficulties in getting the correct value of the old and rare books, the Council decided that a board of officers should be assembled to reassess the value of the books in the library so that the difference, between the value shown for insurance purposes and the actual value shown on our books, can be removed.

(b) The value of certain furniture and fixture items on charge is not shown on the books. The Secretary pointed out that since these items had come down from Shimla, their cost could not be ascertained. The Council directed that the value of these items should be fixed by a board of officers when stock taking is done.

(c) The amount spent so far on the building project was shown as an asset on the books. The Auditor pointed out that, since the building was not going to be constructed on the land near Dhaula Kuan, all expenses incurred on the building plans at that site is now infructuous and needed to be written off. The Secretary pointed out that some further amounts may still have to be paid to our architects, the Design Group. The Council ruled that since the building project could not be built on the old site, the services of Design Group should be dispensed with and the whole infructuous expenditure, so far incurred, written off.

6. Lt Gen ZC Bakshi proposed and Capt IA D' Cunha seconded the proposal that the accounts be passed and the Auditor's Report accepted. The Council adopted the proposals.

Item V - To consider and approve the Revised Budget for 1989/90 and the Budget Estimates for 1990/91

7. The Secretary pointed out that the Revised Budget was for 15 months due to change in the financial year that had to be adopted by the USI. It was also pointed out that despite all efforts at keeping down expenses,

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the annual expenditure exceeded the annual income, excluding the income obtained from securities. In the Revised Budget excess of expenditure over the current year's income, excluding interest from securities, is Rs. 1,86,520.00 and in the Budget Estimate for 1990/91, this figure was estimated to be Rs. 2,29,529.00. The President requested members to maximise the USI income by getting more advertisements for the USI Journal. The Vice Chief of the Army Staff agreed to take up this matter with the AGI, Canteen Stores Department and the AWHO.

8. Air Commodore Jasjit Singh proposed and Brig NB Grant seconded the proposal that the Revised Budget for 1989/90 and the Forecast Budget for the year 1990/91 be approved. The Council approved the proposals.

Item VI - Consider the withdrawal of the 10 % rebate on Tuition Fees for Life Members

9. The Council was of the opinion that though the proposal of withdrawal of the rebate was justified on the basis of sound economics, still, since this had been introduced only two years back, it should not be withdrawn so soon. The proposal was, therefore, shelved for the present.

Item VII - Review the progress of the USI Building Project

10. The President explained in detail all the efforts so far made by all persons concerned. It was hoped that a decision would be forthcoming soon. The Defence Secretary had assured the President and the VCOAS that a decision in the matter would be taken soon.

Item VIII - Consider amendments to the USI Rules

11. The Council unanimously agreed on the need to change the election rules to ensure that all services had adequate representation on the Council in order to maintain the inter-service characteristics and culture of the Institution. Towards this end it was resolved that the existing election rules be amended to ensure that a minimum of two members from each of the three Defence Services and one member from the Civil Services are elected to the Council. This should be done by reserving the necessary number of vacancies for any Service which does not get the required representation on the Council. These reserved vacancies will then be filled by the person obtaining the highest number of votes from amongst prospective candidates from his own Service.

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12. The Council resolved that a proposal to give effect to the above mentioned proposals be placed on the agenda of the next Council meeting in accordance to para 14 of Chapter III of the USI Rules so as to suitably amend the election rules to ensure representation of all services on the Council in future.

Item IX - Consider proposal to authorise the USI Council to co-opt members

13. The Council accepted the requirement for having members with expertise needed by the USI to be co-opted to the Council when necessary. The Council directed that a provision be included in the USI Rules and Bye laws to allow the Council to co-opt upto two members to the Council with voting rights and to also call upon them to serve on the Executive Committee, if so required. These two members will be in addition to the fourteen elected members.

14. As a special case and as an one time exception, the Council decided to co-opt two members from the Navy and one member from the Air Force for the duration of the tenure of the next Council to ensure adequate representation from these two Services. These two co-opted members will be from those candidates who stood for elections and obtained the maximum number of votes in their own Service at the last USI election.

15. The Secretary gave out the names of the following officers who fulfilled the above requirements :-

- (a) Vice Admiral S Mookerjee (Retd)
- (b) Vice Admiral KASZ Raju
- (c) Air Marshal TS Brar (Retd)

16. The Council co-opted the above three officers and directed the Secretary to invite them to join as members of the Council.

Item X - To identify speakers for the 1990 National Security Lecture

17. The Committee directed that this matter be placed before the new Council which is to meet the same afternoon.

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Item XI - To appoint Auditors for 1990

18. The Council approved the appointment of Luthra & Luthra as auditors for 1990 on the same remuneration as last year.

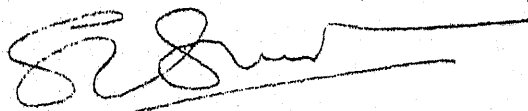
Item XII - Any other points raised with the permission of the Chairman

19. Point by Brig NB Grant regarding USI activities in other stations. Since Brig Grant's point raised at previous Council meetings regarding opening of USI branches at other stations was not accepted, he now proposed that USI holds some of its activities, such as lectures and seminars, outside Delhi at other military stations. The Council accepted this proposal in principle and directed that the holding of such activities outside Delhi should be done whenever possible.

20. Brig NB Grant's query on the position of the R & D Seminar. It was explained by the Secretary that there had been neither any response from the previous Defence Minister, who had been addressed in the matter, nor from the Ministry of Defence to our request for holding a seminar on R & D. It was informally learnt that a seminar had been held by the R&D and Ministry of Defence. Therefore, the proposal for holding this seminar by the USI had been dropped. In its place, a Seminar on the "India's Foreign and Defence Perspective in the 1990s" is being held on 22/23 Feb '90.

21. The President thanked the outgoing members of the Council for the great service they had rendered to the USI. He drew particular attention to the two outgoing members - Lt Gen Harbhaksh Singh, Vrc and Brig NB Grant, AVSM who have served continuously on the USI Council for over twenty years. He thanked them particularly for all the valuable help and guidance they had given to the USI over this long period.

22. There being no other points, the meeting was adjourned with a vote of thanks to the President.



( S.C. SINHA )  
Maj Gen (Retd)  
SECRETARY

To all members

01/ January 90

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF A COUNCIL MEETING HELD AT THE  
USI LIBRARY AT 1530 HOURS ON 27 DECEMBER 1982

7A

Present -

1. Air Marshal NC Suri,  
PVSM, AVSM, VM, ADC  
Vice Chief of the Air Staff - President
2. Lt Gen VK Sood, PVSM, AVSM  
Vice Chief of the Army Staff - Vice President
3. Lt Gen VP Airy, MVC  
Director General Military Training - Member
4. AVM Banerji, MVC, VM  
Director Training, Air HQ - Member
5. Captain IL D'Cunha, IN  
Director Naval Training - Member
6. Lt Gen ZC Bakshi,  
PVSM, MVC, Vr C, VSM (Retd) - Member
7. Lt Gen RK Jasbir Singh, PVSM(Retd) - Member
8. Lt Gen SL Menezes, PVSM, SC (Retd) - Member
9. Lt Gen VK Nayar, PVSM, SM(Retd) - Member
10. Lt Gen SK Sinha, PVSM(Retd) - Member
11. Lt Gen MA Zaki, AVSM, Vr C,  
GOC 15 Corps - Member
12. Maj Gen SC Sinha, PVSM(Retd)  
Director USI - Secretary
13. Air Commodore NB Singh (Retd)  
Dy Director & Editor USI - In attendance
14. Brig GL Sachdeva (Retd)  
Dy Director (Adm) USI - In attendance

Item I - To receive apologies for absence

1. Apologies of absence were received from the following :-
  - (a) Shri Naresh Chandra, IAS  
Defence Secretary.
  - (b) Vice Admiral SC Chopra, PVSM, AVSM, NM, ADC  
Vice Chief of the Naval Staff

- (c) Lt Gen (Dr) ML Chibber,  
PVSM, AVSM, Ph D (Retd)
- (d) Lt Gen IS Gill, IVSM, MC (Retd)
- (e) Lt Gen JFR Jacob, PVSM (Retd)
- (f) Lt Gen EC Nanda, PVSM, AVSM (Retd)
- (g) Lt Gen SF Rodrigues, PVSM, VSM  
GOC-in-C Western Command.
- (h) Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)
- (j) Lt Gen EA Vas, PVSM (Retd)

Item II - To elect a President of the Council for 1990

2. Lt Gen VK Sood proposed and Lt Gen VK Nayar seconded the name of Air Marshal NC Suri to be the President of the USI Council for 1990. The proposal was unanimously adopted by the Council.

Item III - To receive the President's Report for 1989

3. The Council received the President's Report for 1989, which is placed at Appendix A of the minutes.

Item IV - To identify speakers for the 1990 National Security Lecture

4. The Council requested Lt Gen SK Sinha to deliver the 1990 National Security Lecture on an appropriate subject of his choosing. Gen SK Sinha agreed to take on this commitment. The lecture will be held in Oct or Nov '90 on a date convenient to the speaker.

Item V - To appoint an Executive Committee for 1990

5. The Council appointed the following members and coopted members of the Council to serve on the Executive Committee for 1990 :-

- |   |            |
|---|------------|
| (a) Lt Gen VF Airy, MVC<br>D G M T                          | - Chairman |
| (b) AVM M Banerji, MVC<br>Director Training, Air HQ         | - Member   |
| (c) Commodore G Rai, NM, VSM(IN)<br>Director Naval Training | - Member   |



- (d) Lt Gen ZC Bakshi, PVSM, MVC, Vr C, VSM (Retd) - Member
- (e) Lt Gen JFR Jacob, PVSM (Retd) - Member
- (f) Lt Gen SL Menezes, PVSM, SC (Retd) - Member
- (g) Vice Admiral S Mookerjee, PVSM, AVSM (Retd) - Member
- (h) Lt Gen VK Nayar, PVSM, SM (Retd) - Member

6. The Council resolved that AVM M Banerji should continue to be on the Executive Committee, in his capacity as an elected member of the Council, after he vacates his present appointment.

Item VI - Any other points with the permission of the Chairman

7. The Council accepted the proposal put up by the Director USI to increase the basic pay of all the staff by Rs 50/- per month with effect from 1st Jan 1990.

8. There being no other points, the meeting was adjourned with a vote of thanks to the Chairman.



(SC Sinha)  
Maj Gen (Retd)  
Secretary  
04 Jan 90  
(Tele 3015828)

All Members

UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF USI COUNCIL MEETING HELD AT THE USI  
LIBRARY AT 1100 HOURS ON 20 DECEMBER 1990

Present :-

- |  |               |
|--|---------------|
| 1. Air Marshal NC Suri,<br>PVSM, AVSM, VM, ADC<br>Vice Chief of the Air Staff and<br>President USI Council | Chairman      |
| 2. Lt Gen VP Airy, MVC<br>D G M T and Chairman<br>U.S.I. Executive Committee                               | Member        |
| 3. Air Vice Marshal SDL Tully<br>Director of Training(Air), Air HQ   | Member        |
| 4. Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM(Retd)   | Member        |
| 5. Air Vice Marshal M. Banerji, MVC, VM(Retd)  | Member        |
| 6. Air Marshal TS Brar, PVSM, AVSM (Retd)  | Member        |
| 7. Lt Gen(Dr) ML Chibber, PVSM, AVSM, PhD (Retd)   | Member        |
| 8. Lt Gen IS Gill, PVSM, MC (Retd)   | Member        |
| 9. Lt Gen JFR Jacob, PVSM (Retd)   | Member        |
| 10. Lt Gen SL Menezes, PVSM, SC (Retd)   | Member        |
| 11. Lt Gen VK Nayar, PVSM, SM (Retd)   | Member        |
| 12. Vice Admiral KASZ Raju, AVSM, NM<br>Deputy Chief of the Naval Staff                                    | Member        |
| 13. Lt Gen RK Jasbir Singh, PVSM(Retd)   | Member        |
| 14. Lt Gen SK Sinha, PVSM(Retd)  | Member        |
| 15. Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)  | Member        |
| 16. Maj Gen SC Sinha, PVSM (Retd)  | Secretary     |
| 17. Air Cmde NB Singh (Retd)<br>Dy Director & Editor, USI  | In attendance |
| 18. Brig GL Sachdeva (Retd)<br>Dy Director (Admn), USI   | "             |
| 19. Col HS Attari<br>Chief Instructor USI  | "             |
| 20. Wg Cdr AK Luthra (Retd)<br>Chartered Accountant  | "             |
| 21. Shri Jagmohan Sabherwal<br>Legal Adviser, USI  | "             |

Item I - To receive apologies for absence

1. Apologies of absence were received from the following:

- (a) General SF Rodrigues, PVSM, VSM, ADC  
Chief of the Army Staff
- (b) Lt Gen VK Sood, PVSM, AVSM  
Vice Chief of the Army Staff
- (c) Vice Admiral H. Johnson, PVSM, VSM  
Vice Chief of the Naval Staff
- (d) Vice Admiral S. Mookerjee, PVSM, AVSM (Retd)
- (e) Lt Gen BC Nanda, PVSM, AVSM (Retd)
- (f) Lt Gen EA Vas, PVSM (Retd)
- (g) Lt Gen MA Zaki, AVSM, Vrc  
GOC 15 Corps

Item II - To receive the President's Report for 1990

2. The Council received the President's Report for 1990. The Report is placed at Appendix 'A' of the minutes.

Item III - To confirm the Minutes of the Council Meeting held at 1000 hrs - 27 Dec '89 and at 1500 hrs 27 Dec '89.

3. The Secretary first read out the minutes of the Council Meeting held at 1000 hrs on 27 Dec '89 and stated that all action had been completed on the minutes except for the points mentioned in the agenda. After some discussion, the Council decided to drop the earlier proposal of procuring fire-proof almirahs for storing valuable books. It was, however, recommended that the library should replace all wooden almirahs with steel shelves when it moves to the new building. At the Council's request, Gen Jacob agreed to value the older books in the Library.

4. The Secretary then read out the minutes of the Council Meeting held at 1500 hrs on 27 Dec '89.

5. It was proposed by Lt Gen Jacob and seconded by Lt Gen Bakshi to confirm the minutes of the two Council meetings. The proposal was adopted by the Council.



Item IV - To consider the Statement of Accounts and the Auditor's Report for 1989/90

6. The Auditor, Wg Cdr AK Luthra, explained the position of the accounts and stated that they were in a satisfactory state and there were no irregularities. The audit objections pertained to minor procedural errors, which have been satisfactorily explained and rectified.

7. It was proposed by Lt Gen Menezes and seconded by AVM Banerji that the accounts be passed. The proposal was adopted by the Council.

Item V - To consider and approve the Revised Budget for 1990/91 and the Budget for 1991/92.

8. Lt Gen Chibber was of the opinion that the annual income and expenditure should be balanced. While accepting this in principle, the Council was generally of the view that since we had already built up a corpus of over one crore, portion of the income accrued from this source should be utilised to make up the shortfall when necessary. The Secretary explained that certain measures towards balancing the annual income and expenditure were included in the proposals on the agenda.

9. It was proposed by Gen Nayar and seconded by AVM Banerji that the Revised Budget for 1990/91 and the proposed budget for 1991/92 be passed. The proposal was accepted by the Council.

Item VI - Confirm the amendments to the USI Election Rules approved at the Council Meeting on 27 December 1989

10. The Council approved the following amendments to the USI Election Rules :-

" To ensure a minimum of two members from each of the three Defence Services upto two vacancies will be reserved for any Service which does not get the required minimum of two seats on the Council. The required reserved vacancies will be filled by the person from that Service obtaining the highest number of votes amongst the prospective candidates of his own service "

11. In view of the very few Civil Service members, the Council decided to keep pending, for the time being, a similar reservation for the civil services that was approved at the last Council Meeting.

Item VII - Progress on the USI Building Project

12. Gen Nayar expressed reservation on the existing site where land had been allotted to the USI for its new building project. But in view of the likely delay that would result and the consequent increase in the cost of construction, the Council agreed to the construction of the project at the site presently allotted.

/in trying  
for a  
change

13. Mr Sabherwal pointed out various flaws in the sample memorandum of understanding submitted by the Army Welfare Housing Organisation. Gen Jacob was of the opinion that the construction be entrusted to the MES. The Council decided that the organisation to be entrusted with the construction of the building project, should be decided by the Building Sub Committee once the land had been taken over by the USI.

14. Gen Chibber suggested that the Ford Foundation be approached for funds to make up the shortfall in the funds available for the building project. He promised to give the USI the procedure to be followed in obtaining Govt sanction for receiving funds from foreign donors. Lt Gen Bakshi suggested that efforts should also be made to obtain additional money from the Prime Minister's National Defence Fund. Gen Jacob said that we should also tap Service sources by asking for a special allotment from the CSD profits for the building project. The Council agreed with all these proposals and directed the Executive Committee to follow up on the suggestions made.

Item VIII - To identify speakers for the 1991 National Security Lecture

15. After discussion, the Council decided on the following names and subjects for the lecture :-

<u>Name</u>	<u>Subject</u>
(a) Mr Jagmohan	" Internal Threat to India's Security" or " Battle against Secessionist Movements "
(b) Shri Jaswant Singh	India's Security in Global Perspective.

16. Gen Jacob offered to informally approach Shri Jagmohan and find out whether he would accept the commitment and the date that would be suitable to him.



Item IX - Consider a proposal for an increase in the subscription of the USI Journal

17. The Council decided to increase the annual subscription of the Journal from Rs. 80/- to Rs. 100/-.

18. The Chairman requested all Council members to approach firms, the management of which are known to them, for advertisements on an annual continuing basis for the USI Journal. He also requested Gen Airy to approach the AGI and CS.

Item X - Consider proposal for upward revision of membership subscription

19. The Council decided to raise the entrance fees from Rs. 50/- to Rs. 100/- w.e.f. 1 January 1991. They further decided to discontinue the concession of 10% in tuition fees for life members and other concessions given to Ordinary members to convert to Life Membership.

Item XI - Consider proposal for the upward revision of tuition fees for correspondence courses.

20. The Council decided to increase the tuition fees by 10% in all cases, to be rounded off to the nearest Rs 25/-.

Item XII - Consider proposal for the improvement in pay and allowances of USI Staff.

21. In view of the increasing prices, the Council approved the following proposals :-

(a) For Permanent staff

An ad hoc allowance of Rs 100/- per month.

(b) For Re-employed Staff

Grant of house allowance at the rates already admissible to USI permanent staff.

(c) For Library Trainees

An ad hoc increase in the stipend by Rs. 50/- per month.

22. The above increases were sanctioned from Jan 91 payable on 01 Feb '91.



Item XIII - Appoint Auditors for 1991

23. The Council approved the appointment of Luthra and Luthra as auditors for 1991. The Council also approved an increase in the auditor's fees to Rs. 2,000/- per annum.

Item XIV - Any other points

24. Write off of Expenditure on USI Building at Dhaula Kuan

The Council directed that the sum of Rs. 88,962.65 infructuous expenditure incurred to date on the building proposed at Dhaula Kuan be written off.

25. Excess Expenditure on Meetings during 1989/90

The Council sanctioned an amount of Rs. 6,289.90- to be spent on meetings during 1989/90 instead of Rs. 2,500/- previously provided.

26. Reimbursement of Telephone Charges.

The Council sanctioned an expenditure of Rs. 7,900/- on this head for 1989/90 against Rs. 6,000/- previously provided.

Item XV - Appointment of an Executive Committee for 1991.

27. The Council appointed the following to the Executive Committee for 1991 :-

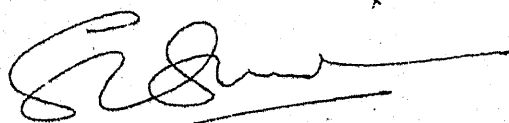
- |                                   |          |
|-----------------------------------|----------|
| (a) Lt Gen VP Airy                | Chairman |
| (b) Commodore G. Rai              | Member   |
| (c) Air Vice Marshal<br>SDL Tully | "        |
| (d) Lt Gen ZC Bakshi              | "        |
| (e) Lt Gen JFR Jacob              | "        |
| (f) Lt Gen SL Menezes             | "        |
| (g) Lt Gen VK Nayar               | "        |

Item XVI - Election of a President of the Council for 1991

28. It was proposed by Air Marshal NC Suri and seconded by Lt Gen IS Gill that Lt Gen VK Sood be elected as President of the USI Council for 1991. The proposal was unanimously accepted by the Council and Lt Gen VK Sood was elected as President of the Council for 1991.

29. Lt Gen SK Sinha proposed that the Council record its appreciation of the excellent work done by Air Marshal Suri in guiding the affairs of the Institution during the two years that he had presided over the USI Council. The proposal was seconded by Lt Gen JFR Jacob and unanimously accepted by the Council.

30. There being no other points on the agenda, the meeting was adjourned with a vote of thanks to the Chairman.



( S.C. Sinha )  
Maj Gen (Retd)  
Secretary

28 December 90

To All Council Members

UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF USI COUNCIL MEETING HELD ON 18 DECEMBER  
1991 AT 1000 HOURS IN THE USI LIBRARY

Present -

1. Lt Gen (Dr) VK Sood, PVSM, AVSM, ADC, PhD President  
Vice Chief of the Army Staff
2. Vice Adm SP Govil, PVSM, AVSM, ADC Vice President  
Vice Chief of the Naval Staff
3. Air Marshal PM Ramachandran, AVSM, SC, VM, ADC Vice President  
Vice Chief of the Air Staff
4. Maj Gen Surendra Kumar, Rep DGMT Member
5. Air Vice Marshal SDL Tully, Director of Training (Air) Member
6. Commodore OP Bansal, NM Director of Naval Training Member
7. Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM(Retd) Member
8. Lt Gen (Dr) ML Chibber, PVSM, AVSM, PhD Member  
(Retd)
9. Lt Gen IS Gill, PVSM, MC (Retd) Member
10. Lt Gen JFR Jacob, PVSM (Retd) Member
11. Lt Gen SL Menezes, PVSM, SC(Retd) Member
12. Lt Gen VK Nayar, PVSM, SM(Retd) Member
13. Lt Gen SK Sinha, PVSM (Retd) Member
14. Lt Gen M Thomas, PVSM, AVSM, VSM(Retd) Member
15. Vice Admiral S Mookerji, PVSM, AVSM(Retd) Member
16. Air Marshal TS Brar, PVSM, AVSM(Retd) Member
17. AVM M Banerji, MVC, VM (Retd) Member
18. Maj Gen SC Sinha, PVSM (Retd) Secretary  
Director USI
19. Air Cmde NB Singh, Dy Director & Editor
20. Brig GL Sachdeva, Dy Director(Adm)USI " <sup>USI In attendance</sup>
21. Brig YP Dev, Chief Instructor, USI "
22. Shri AK Luthra, Chartered Accountant "
23. Shri Deepak Manmohan Bakshi, Legal Advisor "



Item I - To receive apologies for absence

1. Apologies of absence have been received from the following:-
  - (a) General SF Rodrigues, PVSM, VSM, ADC  
Chief of the Army Staff
  - (b) Shri NN Vohra, Defence Secretary
  - (c) Vice Admiral KASZ Raju, AVSM, IM,  
Flag Officer Commanding-in-Chief
  - (d) Lt Gen MA Zaki, AVSM, Vr C
  - (e) Lt Gen RK Jasbir Singh, PVSM (Retd)
  - (f) Lt Gen EA Vas, PVSM (Retd)

2. No intimation has been received from Lt Gen BC Panda, PVSM, AVSM (Retd).

Item II - To receive the President's Report for 1991.

3. The Council received the President's Report for 1991, which is placed at Appendix 'A', attached.

Item III - To confirm the minutes of the Council Meeting held on 20 December 1990

4. The Secretary pointed out that action on all points proposed in the minutes of the Council meeting held on 20 Dec had been completed. Lt Gen Bakshi proposed and Maj Gen Surendra Kumar seconded the proposal, to confirm the minutes of the previous Council meeting. The proposal was adopted by the Council.

Item IV - To consider the Statement of Accounts and the Auditor's Report for 1990/91

5. Mr Luthra stated that the audited balance sheets circulated to the members was correct and all the monies reflected in the balances were available to the USI, without any encumbrances.

5. Mr Luthra suggested that the USI consider investing in Mutual Funds, which can earn the Institution more interest. Gen Jacob stated that investments should not be invested in long term Mutual Funds. The money must be readily accessible and not tied up for seven years etc. The President assured the Council that due care would be taken to ensure that investments were made keeping Gen Jacob's point in mind and after consulting the Army Group Insurance's high powered investment advisory committee.

6. Gen Jacob also suggested that balances should be reflected in real terms after taking into account the annual inflation. It was generally felt that this would be difficult to do accurately and the actual figures could always be converted to real terms, after taking into account the rate of inflation, whenever necessary. Shri Luthra said that he would try and work out the increases in the balances in real term in addition to the actual figures.

7. It was proposed by Lt Gen Bakshi and seconded by Lt Gen Chibber that the accounts be passed. The proposal was adopted by the Council.

Item V - To approve the Revised Budget for 1991/92 and the Budget forecast for 1992/93.

3. Admiral Mookerjee pointed out that every year there had been a considerable upward revision in the revised budget figures. He felt that the forecast of the budget should be based on more realistic figures. The Secretary pointed out that it was not feasible to foresee the factors leading to the sudden increase in costs which in turn lead to an increase in expenditure. It would be better to budget for a lower figure as this would exert some caution on expenditure.

9. Air Marshal Ramachandran felt that all expenditure over and above the budgeted amounts should be strictly restricted. It was pointed out that the existing rules permitted expenditure over the budgeted amounts upto a limit of 20% of the sanctioned figure. Any expenditure over and above this limit was incurred only after obtaining the approval of the Executive Committee, who have been empowered to do so by the Council.

10. Lt Gen Menzies stated that the huge losses in books were due to the present open shelf system being followed in the library. He felt that the card indexes should be kept upto date and all issues be made from these and a closed system be followed. It was brought out that the loss of books was not of very significant numbers and could be considered to be within reasonable limits. Lt Gen Thomas felt that we should not for this reason give up our open-shelf system as this system was more conducive to better utility and use of a library like ours. It was generally agreed that the present system should continue.

11. Lt Gen Jacob felt that retrieval of books and references in the library could be improved by computerisation of the library records and provision should be made for the purchase of a computer. It was pointed out by the Secretary that the Air Force had already donated money for this purpose but the scheme had to be deferred due to space not being available to house computers in our present accommodation. However, steps were being taken in the meanwhile to have persons trained in operating computers and also to obtain and design the necessary soft-ware.

12. It was proposed by Lt Gen Nayar and seconded by Lt Gen SK Sinha that the Revised Budget for 1991/92 and the Budget for 1992/93 be passed. The proposal was adopted by the Council.



Item VI - To approve the Plans submitted by AWHO for the  
USI Building Project.

13. Gen Jacob stated that the Architect had not worked in Delhi. Gen Bakshi pointed out that the architect selected by the AWHO was doing a number of projects in Delhi and had established an office here. After seeing the model of the new building, the Council approved the conceptual design and directed that the AWHO be asked to expedite the work on the execution of the project.

Item VII - To confirm the MOU entered with the AWHO for  
the USI Building Project

14. Gen Jacob said that he had only just now seen the draft MOU and though he had not been able to go through it, he felt that there was no accountability on the part of the AWHO. Gen Bakshi explained that this was not the position now as the AWHO were accountable for the time, quality and cost. The Secretary stated that the final draft of the MOU had been shown to our Legal Adviser, Shri Jagmohan Sabharwal. He had suggested some minor amendments to be incorporated. The changes required have been given to the AWHO. The President assured Gen Jacob that proper care would be exercised by the AWHO. After some further discussion, the Council approved the draft MOU and directed that it should be executed with the AWHO at an early date.

Item VIII - To identify Subject and Speakers for the 1992  
National Security Lecture

15. After some discussion, the following subject and speaker were selected for the 1992 National Security Lecture in order of preference :-

Subject	Speaker
(a) Indo-US Defence Forces Cooperation- The Political, Economic and Military Implications.	General K Sunderji, PVSM (Retd) or Lt Gen VK Sood, PVSM, AVSM, ADC, Jaswant Singh
(b) Relevance of the Military in the New World Order	

Item IX - To Select a Subject and Author for the National  
Security Paper

16. After some discussion the following subject and author were selected for the National Security Paper :-

Subject	Author
Restructuring of Para Militar y Forces and Police Forces in view of the Prevalent Internal Security Environment in the country.	Lt Gen SK Sinha PVSM along with Lt Gen (Dr) ML Chibber, PVSM, AVSM, Ph D.



Item X - To Select a subject for the USI Seminar for 1992

17. After some discussion, the following subject was selected for the USI Seminar for 1992 to be held sometime in October or November :-

<u>Topic for Discussion</u>	<u>Proposed Chairman</u>
The Impact of the 1991 Russian Revolution on Third World Countries on South Asia.	
(a) Causes of the 1991 Russian Revolution.	Shri AP Venkateswaran, former Foreign Secretary
(b) Impact of the Revolution on the Existing World Order.	Shri Jagwant Singh MP
(c) Impact of the Revolution on the Third World Countries Particularly South Asia.	Air Cmdr Jasjit Singh VSM, VrC, VM

Item XI - Consider Proposal for an increase in the subscription for Membership

13. The Council approved of the following increase in subscriptions with effect from 1 Jan 1992 :-

(a) Annual Membership

	<u>Joining Fee</u>	<u>Annual Subscription</u>
(i) Present rates	Rs 100/-	Rs 50/-
(ii) Proposed rates	Rs 100/-	Rs 100/-

(b) Life Membership

(i) Present rates	Rs 100/-	Rs 450/-
(ii) Proposed rates in a maximum of two instalments.	Rs 100/-	Rs 900/-

Item XII - Consider the Introduction of Associate Membership

19. The proposal to introduce associate membership to the USI was approved by the Council with the following stipulations :-

- (a) Initially the associate membership be limited to ten in number.

(b) Membership to be approved by the Executive Committee.

(c) Associate members to have no voting rights.

(d) Subscription for Associate membership will be the same as for ordinary annual members.

(e) Associate Members will be authorised the use of the Library, free issue of the USI Journal and to be on the mailing list for attendance of USI Lectures, seminars and other discussions only.

Item XIII - Consider the upward revision of the subscription rates of USI Journal

20. Gen Jacob expressed his appreciation of the quality of the USI Journal. The proposal to increase the cost of the Journal to the following new rates was approved by the Council :-

(a) One Year - Rs 120/-

(b) Two Years - Rs 235/-

(c) Three Years - Rs 350/-

(d) Four Years - Rs 460/-

(e) Five Years - Rs 550/-.

Item XIV - To confirm Executive Committee's decision to grant an ad hoc allowance to the USI staff

21. The Council confirmed the ad-hoc allowance granted to the USI staff by the Executive Committee at its meeting held on 20 Sep '91.

Item XV - Appoint Auditor for 1992

22. The Council appointed Luthra and Luthra as auditors and income tax advisers to the USI for 1992 at the same remuneration.

Item XVI - Appointment of an Executive Committee for 1992

23. The Council approved the appointment of the following members of the Council to the Executive Committee for 1992 :-

(a) Lt Gen VP Airy, MVC Chairman  
DGMT

(b) AVM SDL Tully Member  
Director of Training(Air)

(c) Commodore OP Bansal, NM "  
Director of Naval Training



- |   |        |
|---|--------|
| (d) Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM<br>(Retd) | Member |
| (e) AVM M Banerji, MVC, VM (Retd)                   | "      |
| (f) Lt Gen JFR Jacob, PVSM (Retd)                   | "      |
| (g) Lt Gen SL Menezes, PVSM, SC (Retd)              | "      |
| (h) Lt Gen VK Nayar, PVSM, SM (Retd)                | "      |

24. The Council approved the proposal to coopt Vice Adm B Guha, AVSM, DCNS, as a member of the Council in place of Vice Adm Mookerjee who had moved to Pune and to appoint Vice Adm Guha to the Executive Committee for 1992.

Item XVII - To elect a President of the Council

25. It was proposed by Air Marshal Ramchandran and seconded by Lt Gen VK Sood that Vice Adm S Govil, PVSM, VSM, ADC, VCNS should be elected President of the USI Council for 1992. The proposal was unanimously accepted by the Council and Vice Adm Govil was elected as President of the Council for 1992.

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Item XVIII - Any Other Points brought by the members

26. Presentation of surplus copies of Urdu books to Jamia Millia

The Council approved the suggestion of the Secretary to present surplus copies of the Urdu books on the Indo-Pak War to the Jamia Millia.

27. Reprinting of Old Books

The Council approved the proposal put up by the Secretary for the reprinting of old books and directed that the proposal made by Lancer Publishers to be put up to the Executive Committee for its approval.

23. Gold Medal Essay Competition.

The Council directed the Executive Committee to select the subjects for the USI Gold Medal Essay Competition for 1992.

29. Presentation of awards for the Gold Medal Essay Competition for 1990

The following prizes were awarded to the winners of the 1990 Gold Medal Essay Competition :-

(a) Open to all officers

(i) First Prize

Maj Rajiv Kumar,  
61 Armd Regt

Gold Medal and cash  
award of Rs 2,000/-.



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(ii) Second Prize

Brig BN Rao  
Commander  
Karnataka Sub Area

Cash award of  
Rs 1,000/-.

(b) Officers upto ten years service

(i) First Prize

Lt Sanjay Jasjit Singh,  
IN

Gold Medal and cash  
award of Rs 2,000/-.

(ii) Second Prize

2/Lt AS Mallapurkar  
Rajput Regt.

Cash award of  
Rs 1,000/-.

30 Results of the 1991 Gold Medal Essay Competition

The Council approved the following results for the  
1991 USI Gold Medal Essay Competition :-

(a) Open to all officers

(i) First Prize

Wg Cdr SC Sharma, Vr C

Cash award of  
Rs 2,000/-

(ii) Second Prize

Major Rajiv Kumar

Cash award of  
Rs 1,000/-.

(b) Officers upto ten years Service

(i) First Prize

Capt Akshaya Handa  
7 Para

Cash award of  
Rs 2,000/-

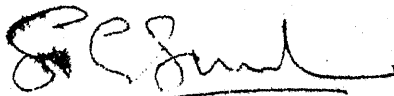
31. In 1991, none of the essays were found deserving  
the award of the Gold Medal.

32. Vote of Thanks

Lt Gen Jacob proposed a vote of thanks to the outgoing  
President of the Council, Lt Gen VK Sood for the excellent  
manner in which he had conducted the affairs of the USI during  
his tenure. The proposal was adopted by the Council.

33. The President thanked all members for all the help and cooperation that had been extended to him during his tenure.

34. There being no other points, the meeting was adjourned with a vote of thanks to the Chair.



(SC Sinha)  
Maj Gen (Retd)  
Secretary  
24 December 1991  
(Tel: 3015323)

All Council Members

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF AN USI COUNCIL MEETING HELD ON 29 OCT 92

AT 1100 HRS AT THE USI LIBRARY

Staff

Present :

- |  |                                     |
|--|-------------------------------------|
| 1. Vice Admiral SP Govil, PVSM, AVSM, ADC<br>Vice Chief of the Naval Staff       | President                           |
| 2. Lt Gen Vijai Singh, PVSM<br>Vice Chief of the Army Staff                      | Vice President                      |
| 3. Air Marshal PM Ramachandran, AVSM, SC, VM, ADC<br>Vice Chief of the Air Staff | Vice President                      |
| 4. Lt Gen Ashok Joshi, AVSM<br>Director General Military Training                | Chairman,<br>Executive<br>Committee |
| 5. Air Vice Marshal AS Sethi<br>Director of Training (Air)                       | Member                              |
| 6. Commodore OP Bansal, AVSM, VSM<br>Director Naval Training                     | "                                   |
| 7. Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM (Retd)                                  | "                                   |
| 8. Lt Gen SL Menezes, PVSM, SC (Retd)  | "                                   |
| 9. Lt Gen VK Nayar, PVSM, SM (Retd)  | "                                   |
| 10. Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)                                      | "                                   |
| 11. Air Marshal TS Brar, PVSM, AVSM (Retd)                                       | "                                   |
| 12. Air Vice Marshal M Banerji, MVC, VM (Retd)                                   | "                                   |
| 13. Maj Gen SC Sinha, PVSM (Retd)<br>Director, USI                               | Secretary                           |
| 14. Air Commodore NB Singh (Retd)<br>Dy Director & Editor, USI                   | In attendance                       |
| 15. Brigadier GL Sachdeva (Retd)<br>Dy Director (Adm)                            | "                                   |
| 16. Brigadier YP Dev (Retd)<br>Chief Instructor                                  | "                                   |
| 17. Colonel VK Singh, DS (Coord)   | "                                   |
| 18. Shri AK Luthra, Chartered Accountants  | "                                   |
| 19. Maj Gen MML Sharma, MD A W H O   | "                                   |

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Item I - To receive apology for absence

1. Apologies of absence have been received from the



following members :-

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and

- (a) General SF Rodrigues, PVSM, VSM, ADC, Chief of the Army Staff
- (b) Shri NN Vohra, Defence Secretary
- (c) Lt Gen IS Gill, PVSM, MC (Retd)
- (d) Lt Gen JFR Jacob, PVSM (Retd)
- (e) Lt Gen EC Nanda, PVSM, AVSM (Retd)
- (f) Lt Gen EK Jasbir Singh, PVSM (Retd)
- (g) Lt Gen SK Sinha, PVSM (Retd)
- (h) Lt Gen EA Vas, PVSM (Retd)
- (j) Lt Gen MA Zaki, AVSM, Vrc,  
Adviser Governor of J & K
- (k) Vice Admiral B Guha, AVSM  
FOC-in-C Eastern Naval Command
- (l) Vice Admiral KASZ Raju, PVSM, AVSM, NM  
FOC-in-C Western Naval Command

2. No intimation has been received from Lt Gen(Dr) ML Chibber, PVSM, AVSM (Retd)

Item II - To receive the President's Report for 1992

3. The Council received the President's Report for the year 1992. The Report is placed at Appendix 'A' attached.

Item III - To confirm the Minutes of the Previous Council Meeting held on 18 December 1991

4. The minutes of the previous Council Meeting held on 18 December 1991 were read out by the Secretary. It was pointed out by the Secretary that action had been taken on all the items except Item XVII Para 26, wherein the surplus Urdu books on the Indo-Pak War had not as yet been handed over to the Jamia Millia.

5. It was proposed by Air Marshal PM Ramachandran and seconded by Lt Gen VK Nayar that the minutes be confirmed by the Council. The proposal was adopted by Council.

Item IV - To Consider the Statement of Accounts for the Year 1991/92 and the Auditors Report

6. Mr Luthra said that the balance sheets circulated to the members had been audited by him and generally found correct and in order apart from the few minor observations brought out in his audit report. All monies reflected in the balance sheet were available to the USI without any encumbrances.

7. Lt Gen Ashok Joshi pointed out that according to the audit report it was stated that physical verification of the investment had been certified on the basis of the report signed by an official and the Director of the USI. He felt that these investments should be physically checked by the auditors from the Banks and Public Sector units with whom these investments had been made. It was pointed out by the Secretary that all the Banks and Public Sector Units, apart from the UTI, had sent certificates direct to the auditors showing the amounts invested by them and that they were free from any encumbrances. The Council decided that in future this position should be stated in the audit report and the auditors should obtain the necessary certificates from the UTI and any other

Banks or PSU who did not provide the required certificates even if it meant extra effort and expense.

8. It was pointed out by the Secretary that the USI had been able to get a maximum rate of 15% for short term deposits (three months) from the State Bank and this interest had been paid to the USI in advance. Mr Luthra was asked to provide specific details of Banks who pay higher interest rates.

9. It was proposed by Lt Gen VK Nayar and seconded by Lt Gen M Thomas that the accounts for 1991/92 be passed. The proposal was adopted by the Council.

Item V - To approve the Revised Budget for 1992/93 and the Budget Forecast for 1993/94

10. Air Marshal PM Ramachandran pointed out the fact that in the Budget Provision for 1993/94 the amounts appropriated towards officer's salary had been doubled but this had not occurred in the case of amount appropriated towards the salaries of the staff. It was clarified by the Secretary that appropriations had been made based on the actual pay sanctioned including the recent increase sanctioned by the Executive Committee, to all the officers even though the Director draws only actual transport expenses and the Dy Director & Editor and the Chief Instructor take only the actual expenses for transport and telephone and the three officers do not draw any salary. Though this position was reflected in the appropriations made last year and in the revised budget, the forecast for 1993/94 has been based on all officers drawing their full salaries. This is to cover the contingency of the present incumbents being replaced and their successors wanting to draw their full emoluments. Further the full increase of salaries for the subordinate staff has not been reflected in the budget forecast as the increase has yet to be considered by the Council.

/period

11. Lt Gen SL Menezes felt that the Council would be better able to appreciate the financial viability of the Institution if a five years forecast of income and expenditure could be worked out. The Secretary pointed out that it would be difficult to forecast the income and expenditure of the USI in its new location as no firm data on this can be obtained. Any forecast at this stage could only be a guesstimate. The Council decided that an income and expenditure state for a five years/should be made based on whatever facts were available.

12. It was proposed by Lt Gen ZC Bakshi and seconded by Commodore OP Bansal that the Revised Budget Estimates for 1992/93 and the Budget Forecast for 1993/94 be approved by the Council. The proposal was adopted by the Council.

Item VI - Briefing on the present status of the USI Building Project.

13. Maj Gen MML Sharma MD AWHO stated that 41 contractors had shown an interest in the USI Building Project. The AWHO had short-listed 12 of these contractors, based on their past performance and their reputation in the field. Tenders had been issued on 1st Oct 92 and so far six contractors had collected the tender papers. The tenders are due back by end of Oct and it was hoped that the contract would be finalised by the end of this year provided the rates received were reasonable as otherwise re-tendering would have to be done. He stated that the cost of the

building including electric and sanitary fittings was approximately Rs. 3.6 crores. This did not include the cost of air-conditioning as that would be contracted separately. On a query from Air Marshal Ramachandran he stated that all efforts would be made to keep the cost within the limits of the funds available with the USI. He further emphasized that as far as possible no change should be made in the sanctioned plans. He was, however, examining the possibilities of including the additional accommodation that had been recently projected by the USI. The consensus that emerged were as follows :-

(a) Prudence dictates that resources in excess of estimated costs should be catered for. Margins of 25% may suffice.

(b) At the stage when tenders are received, an exercise should be carried on to either to reduce the scope in line with available funds, or phase the construction or raise additional resources.

Item VII - To confirm the Executive Committee's Grant of Salary Increases to Officers and Staff of the USI

14. The Council confirmed the increases in pay and allowance sanctioned by the Executive Committee at its meeting held on 20 Aug 92. Also see Para 21.

Item VIII - To Consider the Revision of Pay of the USI STAFF

15. The Council approved the following increases in the salaries of the Staff :-

(a) Regular Staff

The rate of DA be increased to 45% of pay w.e.f. 1 Oct 92.

(b) Re-employed Pensioners

(i) An increase of 10% of their consolidated pay w.e.f. 1 Oct 92.

(ii) Contributory Provident Fund be started for this category of staff with a matching USI Contribution of 8.33 % of their pay.

Item IX - To Appoint Auditors for 1993/94 and fix their Remuneration.

16. Luthra and Luthra were appointed auditors for 1993/94.

17. Air Marshal Ramachandran felt that the remuneration should be based on the parameters arrived at by the DSOI Dhaula Kuan. The Council, while approving the recommended remuneration of Rs. 2,700/- directed that the amount should be worked out on the basis of the parameters accepted by Luthra and Luthra for the DSOI, but there would be no further upward revision for 1993/94.



Item X - Points raised by Lt Gen M Thomas

18. Regarding the sponsoring of writing of biographies of contemporary Indian Military leaders the Council felt that the USI was already doing as much as possible and perhaps more could be done if the Service HQ included such biographies for study in promotion examinations. The Council also approved of the suggestion made by the Secretary for the USI to build up a Library of tapes recording the views and experiences of various eminent commanders.

19. The President referred Gen Thomas to the proposal for the establishment of a Centre for Research which had been considered at the Executive Committee Meeting of 20 Aug 92. It was felt that this scheme would meet the requirements proposed by Lt Gen Thomas regarding in-house discussions.

Item XI - Other Points brought up by Members

20. Working of the Library - Lt Gen SL Menezes and Lt Gen VK Nayar said that in their opinion the work of Librarian was not satisfactory. They pointed out that reference cards in the library were not upto-date and the Librarian was not able to provide reference material required by them. They felt that greater supervision needed to be exercised over the working of the Library and its staff.

21. Terms of Service for USI Staff

Lt Gen Menezes felt that terms and conditions of all the staff should be laid down. The Secretary pointed out that these were already laid down and that he had been authorised by the Executive Committee to grant extensions of service, which he was doing where necessary. The Council directed that a Committee be set up to review the terms and conditions of Service of all the USI Staff.

22. Republication of Old and rare books

The Secretary brought to the notice of the Council that in accordance with the directions of the Council, old and rare books had been given to the Lancers International for re-publication. They had republished two books so far - Hanibal Volumes 1 and 2 and the Pirates of Malabar. They had promised to pay the USI Rs. 5,000/- as an advance of royalty on these publications.

23. Associate Membership

The Secretary informed the Council that Professor DD Khanna who had previously been a member of the USI, had now applied to become an Associate Member as his previous membership could not be renewed. Lt Gen Nayar wanted the details of the Professor's bio-date circulated so as to enable members to decide on his membership. It was decided to circulate the required detail to Council Members. Lt Gen Ashok Joshi proposed that in future, the acceptance of associate members should be by secret ballot of Council members. This suggestion was accepted by the Council by consensus.

Item XII - Election of the President of the Council

24. Vice Admiral SP Govil stated that in view of his retirement at the end of this month a new President had to be elected. He proposed Air Marshal Ramachandran's name for President. The proposal was unanimously adopted by the Council.

Vote of Thanks to the outgoing President

25. Lt Gen ZC Bakshi wanted to place on record the excellent work done by Vice Admiral Govil during his tenure as President, especially during the visit of the USI delegation to China. He proposed a vote of thanks to Vice Admiral Govil. The proposal was adopted by the Council.

26. The President expressed his thanks to all members for all their help and cooperation.

27. There being no other points, the meeting was adjourned with a vote of thanks to the Chair.



( S C Sinha )  
Maj Gen(Retd)  
Secretary

09 November 92.

UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF AN USI COUNCIL MEETING HELD  
ON 25 FEB '93 AT 1100 HOURS AT THE USI  
LIBRARY

Present :-

- |  |                                    |
|--|------------------------------------|
| 1. Air Marshal PM Ramachandran, PVSM, AVSM, SC, APC<br>Vice Chief of the Air Staff | President                          |
| 2. Lt Gen Vijai Singh, PVSM<br>Vice Chief of the Army Staff                        | Vice President                     |
| 3. Lt Gen Ashok Joshi, PVSM, AVSM<br>Director General Military Training            | Chairman<br>Executive<br>Committee |
| 4. Air Vice Marshal AS Sethi<br>Director Training (Air)                            | Member                             |
| 5. Commodore Ravinder Singh, YSM<br>Director Naval Training                        | "                                  |
| 6. Lt Gen VP Airy, MVC<br>DG Assam Rifles  | "                                  |
| 7. Lt Gen K Balaram, PVSM (Retd)   | "                                  |
| 8. Vice Admiral SC Chopra, PVSM, AVSM, NM (Retd)                                   | "                                  |
| 9. Lt Gen IS Gill, PVSM, MC (Retd)   | "                                  |
| 10. Vice Admiral SP Govil, PVSM, AVSM (Retd)                                       | "                                  |
| 11. Brigadier NB Grant, AVSM (Retd)  | "                                  |
| 12. Air Commodore Jasjit Singh, AVSM, Vrc, VM<br>Director, I D S A                 | "                                  |
| 13. General VN Sharma, PVSM, AVSM (Retd)   | "                                  |
| 14. Rear Admiral Satyindra Singh, AVSM (Retd)                                      | "                                  |
| 15. Lt Gen SK Sinha, PVSM (Retd)   | "                                  |
| 16. Maj Gen SC Sinha, PVSM (Retd)<br>Director, USI                                 | Secretary                          |
| 17. Air Commodore NB Singh (Retd)<br>Dy Director and Editor USI                    | In Attendance                      |
| 18. Brigadier GL Sachdeva (Retd)<br>Dy Director (Adm)                              | "                                  |
| 19. Brigadier YP Dev (Retd)<br>Chief Instructor USI Correspondence Courses         | "                                  |
| 20. Colonel VK Singh, VSM<br>DS Coord USI Correspondence Courses                   | "                                  |
| 21. Brigadier Raghunandan<br>Dy Managing Director AWHO                             | "                                  |

( For Item  
VII only



Item - I - To Receive Apology for Absence

1. Apologies for absence have been received from the following:-

- |     |  |                |
|-----|--|----------------|
| (a) | Vice Admiral VS Shekhawat, PVSM, AVSM, VrC | Vice President |
|     | Vice Chief of the Naval Staff              |                |
| (b) | Shri NN Vohra                              | Member         |
|     | Defence Secretary                          |                |
| (c) | Air Vice Marshal M Banerji, MVC, VM(Retd)  | "              |
| (d) | Professor ML Sondhi, IFS (Retd)            | "              |
| (e) | Lt Gen SL Menezes, PVSM, SC (Retd)         | "              |
| (f) | Lt Gen MA Zaki, PVSM, AVSM, VrC            | "              |
|     | Adviser to Governor J & K                  |                |

Item - II - To Confirm the Minutes of the Previous Council Meeting  
Held on 29 October 1992

2. The Secretary reported the following progress on the points raised at the previous meeting :-

- (a) In accordance with the decision reflected in Item V, the Executive Council had requested Lt Gen SL Menezes to work out a five years forecast of income and expenditure. This statement was to have been placed before the Council as reflected in the agenda. The Statement could not, however, be completed as the AWHO have retendered the contracts for the Building Project and could not provide details of capital expenditure likely to be incurred. The point has, therefore, been withdrawn from the Agenda.
- (b) The Committee to review the terms and services of the USI Staff was not taken up by the previous Executive Committee because their term was due to expire on 31 Dec 1992. They have proposed that the Committee be appointed by the new Executive Committee when formed.
- (c) The advance royalty of Rs. 5,000/- promised by the Lancer International, for the re-publishing certain old and rare books, has since been received.
- (d) Action on all other points have been completed.

3. Lt Gen Gill questioned the requirement of having a secret ballot to decide on the admission of Associate Members. Seeing that associate members can only join as annual members and have no voting rights he saw no need for being so unnecessarily strict. In fact to encourage more such members joining the USI he felt there was no need to limit the numbers of associate members to ten. It was decided that the procedure for the admission of other members should be followed in the case of Associate Members. Raising the limit could be considered after the present quota of ten members had been filled.

4. As proposed by General SK Sinha and seconded by Lt Gen IS Gill, the minutes were adopted by the Council.

Item III - Selection of Subjects for National Security Lecture etc.

5. Air Commodore Jasjit Singh and Rear Admiral Satyindra Singh felt that the USI should hold two National Security Lectures every year. It was decided by the Council to try out this suggestion. In order to do this the Council decided on the following two subjects given below along with the names of the proposed lectures :-

- (a) ' Affordable Defence in the Nineties ' to be delivered by Shri Abid Hussein or Shri K Subrahmaniam
- (b) ' Strategy Options for India in the Post-Cold War Period ' to be delivered by Shri Arun Singh or Air Commodore Jasjit Singh .

6. The Council delegated to the Executive Committee the task of selecting subjects and where required authors or participants for the following :-

- (a) Annual Seminar for 1993
- (b) National Security Paper
- (c) Gold Medal Essay Competition for 1993.

Item IV - To Decide on Length of the National Security Lecture

7. Since it was proposed to hold two National Security Lectures each year it was decided that the lecture should be limited to one day instead of the existing practice of spreading it over two days. The two lectures should be held approximately six months apart.

Item V - Selection of Prize Winners for the 1992 Gold Medal Essay Competition

8. The Council accepted the recommendation of the Senior DS of the NDC, who evaluated the essays and decided not to award the Gold Medal to any of the entries as none of them were upto the required standard. The following were declared winners of the cash prizes :-

- (a) Group 'A' Open to All Officers

Subject : " CREDIBLE DEFENCE WITH REDUCED EXPENDITURE "

- (i) First Prize Rs. 2,000/-

Lt Col Rahul K Bhonsle, SM  
HQ 18 Inf Div

- (ii) Second Prize Rs. 1,000/-

Major B A Prasad  
8 BIHAR

(b) Group 'B' For Officers with Less Than 10 Years Service

Subject : " GROWING DEPLOYMENT OF THE ARMED FORCES  
IN AID TO CIVIL POWER "

(i) First Prize Rs. 2000/-

Lt J Ajit Kumar, IN  
INS Vikrant

(ii) Second Prize Rs. 1,000/-

Major Akshaya Handa  
7 PARA

Item VI - Five Year Perspective of Income and Expenditure

9. Point dropped.

Item VII - Progress of the New USI Building Project

10. Brigadier Raghunandan, Dy Managing Director, AWHO stated that after the first tenders were received the lowest tenderer had withdrawn his tender. For this the tenderer's earnest money was forfeited and tenders called for a second time. The second set of tenders were much higher than the first lot and the response was poor. It was, therefore, decided to call for tenders again.

11. The Third set of tenders had been received in mid Feb and were presently being evaluated. The lowest tender was for Rs. 3.59 Crores. The works tendered did not include air-conditioning or furniture, except furniture for the auditorium.

12. Gen Gill pointed out that with the present rate of inflation each months delay would raise the cost of construction and this fact had to be taken into consideration before resorting to retendering.

13. On a query from Gen Balaram, Brigadier Raghunandan stated that the earnest money forfeited from the contractor, who had withdrawn his tender, would be credited to the USI Project.

Item VIII- Election of the President of the USI Council

14. As proposed by Vice Admiral SP Govil and seconded by Lt Gen IS Gill, Lt Gen Vijai Singh, Vice Chief of the Army Staff, was unanimously elected as the President of the Council for 1993.

Item IX.- Appointment of the Executive Committee for 1993

15. Besides the ex-officio, Chairman and members, the following members of the Council were elected to serve on the Executive Committee for 1993 :-

- (a) Lt Gen K Balaram, PVSM (Retd)
- (b) Air Vice Marshal M Banerji, MVC, VM(Retd)
- (c) Lt Gen SL Menezes, PVSM, SC (Retd)
- (d) Rear Admiral Satyindra Singh AVSM (Retd)



Item XI - Associate Membership

16. The Council approved the following applications for associate membership placed before it:-

- (a) Professor DD Khanna
- (b) Dr RB Singh  
Head of the Deptt of Defence Studies  
Allahabad University.

Item XII - Opening of USI Centres at Important Military Stations

17. Brig Grant proposed that such centres be established at other important military stations commencing with Pune. It was decided that there would be no objection to such centres being opened at other stations provided that the local USI members organised these and they did not require any financial support from the USI in Delhi. It was agreed that no such financial support was possible till the USI was firmly established in its own building in Delhi and had expanded its activities here as planned. It was further decided that the possibilities of holding lectures and Seminars at other stations should be examined. These could be held provided local members were able to arrange these with the help of the local service Headquarters.

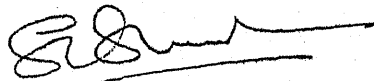
Item XIII - Coopting Members to the USI Council

18. In order to provide expert technical advice and supervision of the USI Building Project, the Council decided to co-opt Lt Gen SN Sharma, PVSM(Retd) former E-in-C, to serve on the Council. The Council also decided to appoint him as Chairman of the Building Sub-Committee and a member of the Executive Committee.

19. Air Marshal PM Ramachandran brought to the notice of the Council that during his short tenure he had written to all the Air Force Commands to persuade Air Force units to become subscriber members of the USI Journal. As a result, subscriber membership of Air Force units went up from only five to 91 with more applications still being received. He requested his colleagues in the other two services to persuade more units to join the USI as subscriber members. He concluded by thanking all members of the Council for their help and cooperation during his tenure.

20. On behalf of all members of the USI Council, Lt Gen Ashok Joshi, Chairman of the Executive Committee, conveyed his appreciation of the excellent manner in which Air Marshal Ramachandran had conducted the affairs of the USI during his short tenure as its President and thanked him for his guidance to the Council and his contribution, in the furthering the interests of the Institution. On behalf of the Council he conveyed him his good wishes on his retirement from the Air Force.

21. There being no other points the meeting was concluded with a vote of thanks to the Chair.



( S C Sinha )  
Maj Gen(Retd)  
Secretary

23 March 1993.

To

All Members of the Council

\* \* \* \* \*

UNITED SERVICE INSTITUTION OF INDIA

U S I COUNCIL MEETING HELD AT 1030  
HRS ON 24 NOVEMBER 1993 AT THE USI

LIBRARY

M I N U T E S

Present :

- |  |               |
|--|---------------|
| 1. Air Marshal PJ Jayakumar, PVSM, AVSM, ADC<br>Vice Chief of the Air Staff and President USI Council      | Chairman      |
| 2. Lt Gen Surinder Nath, PVSM, AVSM, ADC<br>Vice Chief of the Army Staff and<br>Vice President USI Council | Member        |
| 3. Maj Gen RP Singh<br>offg DGMT and Chairman USI Executive Committee                                      | "             |
| 4. Commodore Ravinder Singh, YSM<br>Director Naval Training  | "             |
| 5. Air Commodore BS Sahmney, VSM<br>Offg Director Training (Air)   | "             |
| 6. Lt Gen VP Airy, MVC (RETD)  | "             |
| 7. Lt Gen K Balaram, PVSM (RETD)   | "             |
| 8. Air Vice Marshal M Banerji, MVC, VM (Retd)  | "             |
| 9. Vice Admiral SC Chopra, PVSM, AVSM, NM (Retd)   | "             |
| 10. Lt Gen IS Gill, PVSM, MC (Retd)  | "             |
| 11. Vice Admiral SP Govil, PVSM, AVSM (Retd)   | "             |
| 12. Brigadier NB Grant, AVSM (Retd)  | "             |
| 13. Air Commodore Jasjit Singh, AVSM, Vrc, VM  | "             |
| 14. Lt Gen SL Menezes, PVSM, SC (Retd)   | "             |
| 15. Rear Admiral Satyindra Singh, AVSM (Retd)  | "             |
| 16. Lt Gen SN Sharma, PVSM, AVSM (Retd)  | "             |
| 17. General VN Sharma, PVSM, AVSM (Retd)   | "             |
| 18. Lt Gen SK Sinha, PVSM (Retd)   | "             |
| 19. Maj Gen SC Sinha, PVSM (Retd)<br>Director USI  | Secretary     |
| 20. Air Commodore NB Singh (Retd)<br>Deputy Director and Editor, USI                                       | In attendance |
| 21. Brigadier GL Sachdeva (Retd)<br>Deputy Director (Adm)  | "             |
| 22. Brigadier YP Dev (Retd)<br>Chief Instructor, USI   | "             |
| 23. Colonel VK Singh, VSM (Retd)<br>DS Coord, USI  | "             |
| 24. Col Dr Jagmohan<br>Legal Adviser, USI  | "             |
| 25. Maj Gen MM Sharma<br>MD, AWHO  | "             |
| 26. Lt Col AS Mongia<br>DD AWHO  | "             |

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Item I To Receive Apologies for Absence

1. Apologies for absence were received from the following:-
  - (a) Vice Admiral SK Chand  
Vice Chief of the Naval Staff and  
Vice President USI Council
  - (b) Shri KA Nambiar  
Defence Secretary
  - (c) Professor ML Sondhi, IFS (Retd)
  - (d) Lt Gen MA Zaki, PVSM, AVSM, VrC (Retd)

Item II To Receive the President's Report

2. The President's Report to the Council is attached at Appx 'A' to the minutes.

Item III To Confirm the Minutes of the Previous Council Meeting Held on 25 Feb 93

3. The Secretary stated that action on all Items had been completed except for Item IV of the Minutes, which was to be discussed at Item VI on the agenda of today's meeting.
4. It was proposed by Lt Gen IS Gill that the Minutes of the last Council Meeting be confirmed. The proposal was seconded by Lt Gen VP Airy and adopted by the Council.

Item IV Progress of the USI Building Project

5. The MD, AWHO stated that so far the progress on the project was ahead of schedule. Till now, approximately 15% of the work had been completed as against the projected 8.25%. He stated that the AWHO had projected the requirement for water and electricity to both the MBS and to the MCD to ensure that there was no delay in obtaining the required connections. Provisions had also been made for deep tube-wells.
6. Lt Gen SN Sharma, Chairman of the Building-Sub-Committee briefed the Council on the air conditioning/cooling of the building. He stated that the AWHO had been directed to make provision for civil works, such as air ducts, to enable the conversion, at a future date, of the air cooled areas to air-conditioning.
7. Rear Admiral Satyindra Singh raised the point that since it would be difficult to get officers to vacate or have them evicted from the accommodation allotted to them in the USI, some other use should be planned for these staff quarters. He felt that provision for such use should be planned and executed at this stage. In the discussion that followed it was felt that the problem of vacation/eviction could be resolved. It was, however, unanimously decided that the officers quarter should be completed as already planned, without any change. The rules for allotment of accommodation and its vacation/eviction should be examined and framed by the Executive Committee in consultation with the USI Legal Adviser and their recommendations could be put up at the next meeting of the Council.



Item V Associate Membership

8. It was decided to raise the existing limit of twenty. The Executive Committee was directed to lay down conditions. Applications for Associate Membership of the Members to be screened based on these conditions and membership accepted or rejected. ✓

9. The application of Sub Maj(Hony Lt) N Kunju was sent back to the Executive Committee for reconsideration and final disposal, based on the eligibility conditions as discussed at the meeting.

Item VI Frequency and Duration of National Security Lec

10. The Council accepted the Executive Committee's recommendation to revert to the previous practice of having National Security Lecture every year. The lecture should be on one day unless the speaker specifically requests that it be spread over two days. ✓

Item VII Selection of Subjects, Speakers and Authors for the National Security Lecture/Seminar/Paper and the Gold Medal Essay Competition

11. The Council selected the following subjects and lectures in their order of preference for the National Security Lecture for 1994 :-

- (a) "Synergising National Security and Development" to be delivered by Dr Manmohan Singh, the Hon'ble Finance Minister.
- (b) "Threats to National Security due to Internal Problems" to be delivered by Field Marshal SHFJ Manekshaw. If he is not available then the lecture on the same subject to be given by General VN Sharma.

12. Brigadier NB Grant suggested that the 1994 Seminar should be on the "Integration of Defence R&D with the Services". Since the R&D had many large establishments in Pune he offered to organise the USI Seminar there. The Council accepted Brigadier Grant's offer and requested him to forward details about the Seminar to the USI for a decision by the Executive Committee.

13. The Council directed to Executive Committee to decide the subjects/authors for the National Security Paper and the 1994 Gold Medal Essay Competition.

Item VIII Five Years Perspective of Income and Expenditure

14. The Council appreciated the Five Year Perspective of Income and Expenditure worked out by Lt Gen Menezes which reflected the viable state of the USI finances. The Council directed that this statement should be updated each year and placed before the Council. The figures should be based on the audited Revised Estimates each year.

\* Item IX To Consider the Accounts and Audit Report for the Year 1992/93

15. Lt Gen Balam questioned the necessity to have so many separate funds and the practice of transferring to various funds the major portion of the income received as interest from investments. This he pointed out gave an incorrect idea of the state of our finances. He opined that all interest should be shown in the revenue account and the number of fund heads reduced. He also wanted all annexures and schedules to be circulated along with the balance sheets.

16. The Chartered Accountant explained the reason for the present system of accounting. He however, offered to reorganise and simplify the system by reducing the number of heads to the bare minimum.

17. Air Cmde Jasjit Singh pointed out that though the Library was the core activity of the USI the amount allotted in the Budget for the purchase of books had not been fully utilised and there was a balance of Rs. 28,000/- left unspent. The Council agreed that in future the amounts allotted for the purchase of books should, as far as possible be fully utilized. Increase in budget allotment for purchase of books in future, based on escalations would also be considered.

18. Lt Gen Balam stated that it was not correct for the USI to operate the provident fund maintained for its employees. It should be handed over to the Commissioner of Provident Funds. The Chartered Accountant pointed out that once this was done it would be well high impossible for the employees to obtain loans, and there would be interminable delays in obtaining the refunds. The Executive Committee was directed to obtain an exemption to these rules from the Lt Governor as had been done for other similar organisations.

19. Based on the discussions, the following decisions were taken by the Council :-

(a) In future all annexures and schedules should be circulated to members along with the Balance Sheets.

(b) The Chartered Accountant should put up recommendations regarding the maintenance of various heads/funds. These recommendations should be placed before the Executive Committee along with the Director's comments.

(c) The observations of the auditors should be circulated along with the Director's replies, to Council Members prior to the meeting.

(d) In consultation with the Chartered Accountant the Executive Committee to project a case for obtaining the Lt Governor's permission to maintain its own Provident Fund on behalf of its employees.

(e) The Executive Committee to lay down eligibility conditions for Associate Membership. All applications to be screened as per these conditions.

Already in  
Pune 8

20. The Accounts for the year 1992/93 were passed by the Council.

Item X      To Approve the Revised Budget for 1993-94 and Budget Estimates for 1994-95

21. On points made by Lt Gen Balaram the Council decided that -

(a) the Revised Estimates and Budget Estimates should be considered by the Executive Committee and then placed before the Council.

(b) Reasons for the Revised Estimates exceeding the Budget Estimates by more than 20% should be indicated where necessary.

22. The Revised Estimates for 1993-94 and the Budget Estimates for 1994-95 were approved by the Council.

Item XI      To Appoint Auditors for 1994-95 and Fix their Remuneration

23. M/s Luthra and Luthra were re-appointed for the year 1994-95 on the same remuneration.

Item XII      The Terms and Service of USI Staff

24. The Council took up for consideration the Report submitted by the Sub Committee headed by Lt Gen Balaram on the terms and services of the USI Staff.

25. Rear Admiral Satyindra Singh commended the amount of detail and effort put in by the Sub Committee in producing a very good report. He felt, however, that there was no need for any exceptions, as mentioned in Para 22 of the report, to be made in the case of employees working on an honorary basis. He also felt that the appointments of the Director and Dy Director should be rotated between the three Services.

26. Lt Gen Balaram explained the basis of the conclusions and recommendations he had made in his report. He had used the earlier Admiral Roy Committee report as background material and drafted the terms and conditions de-novo. He recommended that in the matter of pay and allowances the USI adopt a policy prevalent in the Central Govt. On this the following members made the comments on the Report as noted below :-

(a) Lt Gen IS Gill - He felt that the report did not follow the normal military culture in that the options of various disparate groups, including that of an obviously dis-satisfied subordinate, were separately recorded. Yet no effort appears to have been made to obtain the views of the Director, who has run the Institution successfully for more than six years. As he is running the USI on a day to day basis and has to deal with the staff and match resources with expenditure his detailed views should have been obtained. He further felt that no differentiation should be made between regular and re-employed categories as this would give rise to groupism.



(b) Lt Gen SK Sinha - As the USI is not a Govt department and did not receive any Govt grants, there was no logic for it to adopt a Govt pattern, which it could ill afford. As general health and longevity have improved, the retirement ages could be easily raised to 70. Even thereafter exceptions can be made by the Council depending on the persons efficiency and fitness. The USI was, he said, at a critical stage due to construction of its new building, the expansion in its activities that would follow and the setting up of the research centre. It is not in the interest of the Institution to go in for a change in its staff at this stage, especially amongst the officers, as recommended in the Report. He also made the point that even the State Govts, which did not follow the Central Govt pay scales, were not subjected to any legal scrutiny. As a private organisation the USI should have its own pay scale and terms of service. He did not agree with Lt Gen Balaram about retired officers' performance being poor. His experience had been totally different and when he had started both the AGI and AWHO it was the retired officers who performed excellently in making these organisations, going concerns.

(c) General VN Sharma - As the USI is not using any govt public funds, there was no need to follow govt scales. Some welfare funds were being given to the USI by the Services but these were for activities like the library services, correspondence courses and other activities being run primarily for the benefit and welfare of the service officers. To maintain its autonomy the USI should eventually be able to do even without these funds. He was of the opinion that the back-bone of the organisation were its officers and not the subordinate staff and that age is of no relevance in an organisation like this.

(d) Lt Gen SN Sharma - Being a private organisation the USI should lay down its own norms, and not be pegged to someone else's. Being a small organisation, it can never hope to provide career and promotion prospects to regular employees. It should rely primarily on retired persons and pay them at market rates. The need here is that the Institution must not infringe the minimum wages laid down by the Delhi Administration. There was no need for it to follow Central Govt Scales of pay. The existing scales of pay in the USI he felt compared favourably with what is being paid by other private organisations.

(e) Vice Admiral SP Govil - Whatever rules are made the Council should have the power to make exceptions in individual cases.

(f) Air Cmde Jasjit Singh - The Council should have the powers to make exceptions in individual cases.

g (a) Vice Admiral SC Chopra - Govt. Scales, especially with the new pay commission in the offing, would not be affordable. There was also no need for adjusting pensions of re-employed person as Govt pensions have no relevance in private organisations.

(b) - - - See Annex

27. The Council decided that the Report be re-examined by the Executive Committee in light of the above comments and along with the Director's comments. Thereafter it should be circulated to all Council members and their views obtained. These views should be collated by the Director and placed along with the report for consideration at the next Council meeting. In the meanwhile the Council approved the Director's proposal for the following improvements in pay and allowances to the staff excluding the officers :-

(a) Regular Employees - An increase of 20% in D.A.

(b) Re-employed Employees - An increase of 10% in the consolidated pay.

Item XIII Management of USI Research Centre

28. In view of several reservations on the proposal being expressed by Air Cmde Jasjit Singh the Council decided that it should be examined in detail by a Sub-Committee to be headed by him and recommendations put up to the Council.

Item XIV Appointment of Members of the Executive Committee

29. The Council decided that the Executive Committee as presently composed should continue for another year.

Item XV Election of the President of the Council

30. Lt Gen IS Gill proposed that Air Marshal Jayakumar should continue as President of the Council. The proposal was unanimously accepted by all members. The Council also adopted Air Marshal Jayakumar's proposal that on his retirement in Apr '94 Lt Gen Surendra Nath should take over as President of the Council.

Item XVI Any Other Points - Gold Medal Essay Competition

31. The Director brought to the notice of the Council the results for the categories 'A' and 'B' of the USI Gold Medal Essay Competition that had been compiled from the evaluation of the entries carried out by the three Senior DS of the NDC. The Council approved the results and decided that the Gold Medal should be awarded to First prize winners in both the categories.

32. The sealed envelopes were opened by the Secretary and the following persons were declared prize winners for the 1993 USI Gold Medal Essay Competition :

(a) Category 'A' - OPEN TO ALL OFFICERS

First Prize

Lt Col Rajiv Kumar  
MO Dte

-Gold Medal and Rs. 2,000/-

(ii) Second Prize

Lt Cdr OP Dua  
DSSC  
Wellington Rs. 1,000/-

(b) Category 'B' FOR OFFICERS OF THE RANK OF  
MAJOR AND EQUIVALENT RANK UPTO  
10 YEARS SERVICE

(i) First Prize

Capt AN Mutalik  
HQ NSG -Gold Medal and Rs. 2,000/-

(ii) Second Prize

Lt SK Singh  
13 RAJ RIF -Rs. 1,000/-

33. During the tea break the President of the USI Council presented only cash prizes to the following 1992 USI Gold Medal Essay Competition prize winners (No Gold Medals were awarded).

(a) Category 'A' - OPEN TO ALL OFFICERS

(i) First Prize

Lt Col Rahul K Bhonsle - Cash award of Rs. 2,000/-  
HQ 18 Inf Div

(ii) Second Prize

Major BA Prasad  
8 BIHAR - Cash award of Rs. 1,000/-

(b) Category 'B' - FOR OFFICERS OF THE RANK OF  
MAJOR AND EQUIVALENT RANK  
UPTO 10 YEARS SERVICE

(i) First Prize

Lt J Ajit Kumar, IN - Cash award of Rs. 2,000/-  
INS VIKRANT

(ii) Second Prize

Major Akshaya Handa  
7 PARA - Cash award of Rs. 1,000/-  
for 1993

34. It was decided that the prizes would be presented to the winners at the next USI Council Meeting.

35. There being no other points the Meeting was adjourned with a vote of thanks to the Chair being proposed by Lt Gen VP Airy and unanimously supported by all the members.



( S C Sinha )  
Maj Gen(Retd)  
Secretary

10 December 1993



UNITED SERVICE INSTITUTION OF INDIA

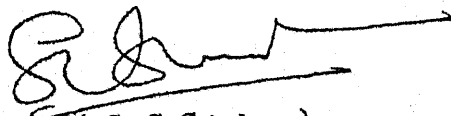
Kashmir House,  
Rajaji Marg,  
NEW DELHI-110 011.

No. 1078/USI/Com-Meet/93

Minutes of the USI Council Meeting held on 24 Nov 93 may please be amended as under :-

- (a) Delete para 19 (e)
- (b) Renumber Para 26 (e) appearing on page 7 as Para 26(g).
- (c) In Para 26 add new sub para (h) :

" Lt Gen SL Menezes stated that he had been President of the Council in 1979, when the Roy Committee was appointed. He had himself worked in the private sector, and said that all organisations, public or private, had a cut off age lower than 70. Apart from Col Pyara Lal, a stenotypist and a peon of the USI had died in the past five years. He was therefore in agreement with the age formulation proposed by Lt Gen K Balaram ".



( S C Sinha )  
Maj Gen(Retd)  
Director, U S I

15 March 1994.

All Council Members

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD  
ON 22 and 23 DEC 94 AT THE USI LIBRARY

1. The following were present :-

- |   |                |
|---|----------------|
| (a) Lt Gen Surinder Nath, PVSM, AVSM, ADC<br>Vice Chief of the Army Staff | President      |
| (b) Air Marshal Pratap Rao, AVSM, VM<br>Vice Chief of the Air Staff       | Vice President |
| (c) Maj Gen Vinod Saighal, VSM<br>Offg Director General Military Training | Member         |
| (d) A V M R K Malhotra, AVSM, VM<br>Dir Trg Air HQ                        | "              |
| (e) Cmde Ravinder Singh, YSM<br>Dir Naval Trg                             | "              |
| (f) Lt Gen VP Airy, MVC (Retd)  | "              |
| (g) Lt Gen K Balaram, PVSM (Retd)   | "              |
| (h) A V M M Banerji, MVC, VM (Retd)                                       | "              |
| (j) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)                             | "              |
| (k) Lt Gen IS Gill, PVSM, MC (Retd)                                       | "              |
| (l) Vice Adm S P Govil, PVSM, AVSM (Retd)                                 | "              |
| (m) Brig N B Grant, AVSM (Retd)   | "              |
| (n) Lt Gen SL Menezes, PVSM, SC (Retd)                                    | "              |
| (o) Rear Adm Satyindra Singh, AVSM (Retd)                                 | "              |
| (p) Lt Gen SN Sharma, PVSM, AVSM (Retd)                                   | "              |
| (q) General VN Sharma, PVSM, AVSM (Retd)                                  | "              |
| (r) Lt Gen SK Sinha, PVSM (Retd)  | "              |
| (s) Prof M L Sondhi, IFS (Retd)   | "              |
| (t) Maj Gen SC Sinha, PVSM (Retd)<br>Director, USI                        | Secretary      |
| (u) Air Cmde NB Singh (Retd)<br>Dy Director & Editor                      | In attendance  |
| (v) Brig GL Sachdeva (Retd)<br>Dy Director (Adm)                          | "              |
| (w) Brig YP Dev (Retd), Chief Instructor                                  | "              |
| (x) Col V K Singh, VSM<br>DS (Coord)                                      | "              |
| (y) Sqn Ldr PN Luthra (Retd)<br>Chartered Accountant                      | "              |
| (z) Col (Dr) Jagmohan (Retd)<br>Legal Advisor                             | "              |

Item I - To Receive Apologies for Absence

2. Apologies for being absent were received from the following :-

- (a) Shri KA Nambiar
- (b) Vice Adm SK Chand
- (c) Lt Gen MA Zaki
- (d) Air Cmde Jasjit Singh

3. Attendance by Staff Officers. Lt Gen Balaram raised the point that USI Staff officers, not being members of the Council, should not be present at the Council meeting. After discussion it was decided that officers on the USI staff will continue to be 'in attendance' at the Council meetings and will also be present at meetings of the Executive Committee as was the earlier practice. They will, however, be only 'in attendance' and speak only when permitted by the Chair. ✓

Item II - To Receive the President's Annual Report for 1994

4. The President presented his report for the year 1994, which is placed at Appendix 'A' attached.

Item III - To Confirm the Minutes of the Last Council Meeting Held on 24 Nov 93.

5. As the minutes had been with the members for some time these were taken as read. As proposed by Lt Gen Airy and seconded by Lt Gen Gill the minutes were confirmed.

Item IV - To Consider the Accounts and Audit Report for 93-94

6. After discussing various aspects it was decided that:-

- (a) As the Agenda is circulated well in advance alongwith the Balance Sheet etc., members should send their observations if any on the accounts to the Director well before the Council meeting so that he and the CA are able to look into the points raised before the meeting and less time is taken during the meeting in discussing these.
- (b) The SOP on accounts shall be finalised by the Executive Committee.
- (c) The policy on investments should be reviewed by the Executive Committee periodically in consultation with Group Insurance Organisations of the three defence services.
- (d) The Executive Committee should examine the lending rules of the Library and revise these where necessary.



(e) The subject of gratuity payment will be further considered by the Executive Committee in consultation with the Legal Advisor and decided within four months.

(f) Pending a final decision by the Executive Committee gratuities shall not be paid to any employee who leaves the service of the USI.

7. It was proposed by Lt Gen Gill and seconded by Lt Gen SN Sharma that the accounts for the year 1993-94 be passed. The proposal was accepted by the Council.

Item V - To Approve the RE for 94-95 and BE for 95-96

8. It was proposed by Lt Gen Gill and seconded by Vire Admiral Govil that the RE for 94-95 and BE for 95-96 be passed. The proposal was accepted by the Council.

Item VI - To Appoint Auditors for 95-96 and Fix Remuneration

9. M/s Luthra and Luthra were reappointed. Remuneration will continue on existing basis, ie 0.9 percent of pay and allowances of staff.

Item VII - Maintenance of Various Heads and Funds

10. Suggestions made by the CA vide his letter No.LA/529/94 dated 01 Nov 94 will be implemented wef 1 Apr 95, ie the present heads will continue till the end of the current financial year and, if necessary, changed when the books are opened for the next financial year. Double transaction of transferring interest through courses fund will be discontinued and necessary amounts transferred direct to the funds concerned.

Item VIII - Maintenance of Provident Fund by USI

11. The Executive Committee will consider the draft rules framed by the CA and return them to him for obtaining the approval of the competent authority for maintaining PF by the USI under the 1952 Act.

*Rules say 1925.*

Item IX - Five Year Perspective of Income/Expenditure

12. This was approved and will be reviewed once every two years. However, a special review will be carried out six months prior to moving into the new location.

Item X - Delegation of Powers

13. Extensions given in the past by the Director were regularised. Further extensions will be given by the appointing authority in accordance with the new Terms and Conditions of Service.

Item XI - Terms of Service - USI Staff

14. Recommendations put up by the Executive Committee were approved with the following modifications :-

(a) Para 3 (c). Appointing Authority for personnel below officer level will be the Director. For officers it will be the Executive Committee and for the Director it will be the Council.

(b) Para 3 (d). For Chairman read President.

(c) Para 4. Para 4 will be reconstituted by placing the following sentence at the beginning of the Para:-

" The selection for posts below officers rank shall be made by a Committee appointed by the Director ".

(d) Para 9. At end of last sentence add "and without assigning any reason thereof".

(e) Para 11. At the end of Para 11 add 'for ex-servicemen verification will be made from his service book/discharge certificate.

(f) Para 12 (a). In line 2 read "35" for "32"

(g) Para 13.

(i) Read Sub Para 13 (b) as under :-

" The employment shall be normally for a period of four years, unless the employee is found unsuitable for such engagement. Such period may be further extended as the Council may approve, till such employee attains the age of 68 (sixty eight)". Extensions below officer rank will be granted by the Director.

(ii) Read the proviso at the bottom of Para 13 as under :-

"Provided that

the Council may restrict or relax these conditions based on the merits of the case".

(h) Para 18. The para shall be re-constituted as under :-

"The period of notice for termination of service, on either side, shall be 30(thirty) days".

(j) Para 21(b). Delete the word 'Commuted'.



(k) Para 22(b).

- (i) Delete the word 'Commuted' wherever it occurs.
- (ii) Delete existing sub-sub Para 22 (b) (ii).
- (iii) Re-number sub-sub Para "(iii)" as "(ii)".
- (iv) Re-number existing sub-sub para "(iv)" as "(iii)". Delete the words 'accumulated commuted'. Add at the end of sentence 'after EL is exhausted'.
- (v) Add new sub-sub para (iv) as under :-

"Any cases of prolonged ailments may be put up for consideration to the Executive Committee under the provisions of Para 32".

(l) Para 25 (e). This sub para shall be re-constituted as under :-

"Any act or omission which constitutes a punishable offence under any law in force in India".

15. Pay and allowances as recommended were approved. It was decided to retain the designation CI.

16. The new Terms and Conditions of Service will be implemented wef 01 Apr 95 as recommended by the Executive Committee. Amended copy of the Terms and Conditions of Service is at Appendix B attached.

Item XII - The Management of USI Research Centre

17. Views of Air Cmde Jasjit Singh were read out. Prof Sondhi made a strong plea for close cooperation between the USI and JNU towards achieving policy development and making the USI a premier research Institution. He stated that the Vice Chancellor of the JNU had assured full help by way of expertise, library and funds. Lt Gen Balaram gave out the salient points of his paper. After discussion it was decided that the Executive Committee will take necessary action to get the Research Centre started within three months, generally, as conceived in the USI paper approved by the COSC. Vice Admiral SP Govil will put up a paper on the modalities of the functioning of the research centre for consideration by the Executive Committee within three months. The Executive Committee will also appoint additional members for the Research Centre Committee. Vice Admiral SP Govil (already) stands nominated by the USI Council as Chairman for the Research Centre Committee.

Item XIII - National Security Seminar (R&D Services)

18. Brig Grant explained the work done by him. The DGMT explained the expanded scope of the seminar and assured that the seminar will be held within six months or so. He also stated that due note would be taken of Brig Grant's view point, expressed in writing and as stated during the Council meeting.



Item XIV - Selection of Subjects for Various Items

19. The following subject/speakers were approved for the National Security Lecture 95:-

' Impact of Economic Liberalisation on India's Defence ' by Dr Manmohan Singh or Shri Jaswant Singh, if the former declines.

20. The choice for other items was to be decided by the Executive Committee.

Item XV - Gold Medal Essay Competition 94

21. Results were approved. Following were declared as winners :-

(a) Group 'A'

(i) First. Lt Col K S Ramanathan, Sigs (Retd), H-110, TNHS Colony, Ellis Nagar, Madurai.

(ii) Second. Maj SP Yadav, 29 AD Regt.

(b) Group 'B'

(i) First. Maj Harcharan Singh, 3 MADRAS.

(ii) Second. Capt DJS Chahal, 75 Armd Regt.

Item XVI - U S I Building Project

22. Lt Gen SN Sharma said that he would give a detailed briefing on the progress of the project at the site. This was done later at the site of the new building.

23. Utilisation of officers residential accommodation was not discussed due to shortage of time.

Item XVII- Name of USI

24. It was decided that there will be no change to the existing name. ✓

Item XVIII- Associate Membership

25. Vacancies were raised from 20 to 50. ✓

Item XIX - To Appoint Executive Committee for 1995

26. It was decided that the present four elected members on the Executive Committee and the Coopted Member will continue as agreed by them.

Item XX - To Elect the President of the Council

27. Lt Gen Surinder Nath was unanimously elected to continue as President of the Council till 30 Jun 95. Vice Admiral SK Chand, VCNS was elected as President from 1 Jul 95.

Item XXI - Any Other Points

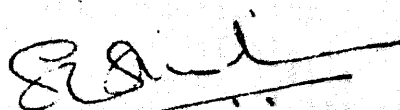
28. MacGregor Medal. The Director read out DGMOS letter No.81952/26/GSMO dated 30 Nov 94 conveying that JPC in its meeting 08/94 had recommended that there should be no dilution of original criteria for award of the medal (only military reconnaissance being eligible). The President after discussion ruled that we should adhere to the revised rules formulated by the last Council. ✓

29. Service of Librarian. The authority as per new Terms and Conditions of Service has been delegated to the Director.

30. Director to be Member Secretary of the Council and the Executive Committee. The proposal by Lt Gen SK Sinha was approved. ✓

31. Visit by the CI to Command Pre-Staff Course. Lt Gen Airy suggested that the CI may visit one or two Command Pre Staff Courses to obtain a feed back on the USI Correspondence Courses.

32. The President thanked all the members for attending the Council meeting and for their valuable contribution during discussion and called the meeting to a close.

  
( S C Sinha )  
Maj Gen(Retd)  
Secretary  
22 March 1995.

Appendix A

(Refers to Para 4 of  
Minutes of Council  
Meeting held on 22/23 Dec  
94)

PRESIDENT'S REPORT FOR THE YEAR 1994

Gentlemen, it gives me great pleasure to welcome you to our Council Meeting for 1994. I thank you for the trouble you have taken to be here this morning. I am sure we will have some useful discussions on this morning's agenda.

2. The Council Meeting has been scheduled to coincide with the National Security Lecture being delivered by General VN Sharma on "THREATS TO NATIONAL SECURITY DUE TO INTERNAL PROBLEMS", at the Auditorium, Nehru Memorial Museum and Library at the Teen Murti House this evening and tomorrow, I hope all of you will be able to attend the talk on both the evenings.

USI New Building Project

3. It is with great satisfaction that I am able to report that the construction of our new building is proceeding apace and the progress has been very satisfactory. So far the work is, I am told, proceeding ahead of schedule. The actual details will be given to you later in the morning by the Managing Director of the AWHO and by the Chairman of our Building Sub-Committee. If the present rate of progress is maintained then the USI will be able to celebrate its 125th Anniversary at the end of the next year in its own new building. I will urge the AWHO to ensure that the project is completed in time for our 125th Anniversary celebrations. I hope all the Council members will avail the opportunity to visit the site of our new building tomorrow morning after we have dealt with any points remaining on the Agenda.

4. I must also bring to your notice a small matter that caused us some concern over the dimensions of the land given to us. On siting the main building on the ground at the start of the construction, it was found that the frontage of the land allotted to us along the road was insufficient and fell short by about 10 yards. This problem was however, satisfactorily resolved by the former QMG who interceded with the Government on our behalf to obtain a further allotment of 3 acres of land from the Ministry of Defence. I would like to place on record the appreciation of the Council for the help rendered to us by Lt Gen Sher Amir Singh, former QMG in settling this problem satisfactorily in our favour. As a result there was no need to reduce the width of our building.

Finances

5. The audited Balance Sheets for 1993-94 along with the Auditor's Report, the Revised Budget for 1994-95 and the Budget Forecast for 1995-96 have all been with you for sometime and I hope you have had time to examine them. You would have noted that no serious irregularities or objections have been raised in the auditors reports. However any member wanting any further clarification may obtain it from the Auditor during his briefing on the state of the accounts.



6. The Finances of the USI are in a healthy state as the figures for the past three years will indicate :-

	<u>Income</u> (Including Interest)	<u>Expenditure</u>	<u>Surplus</u>
(a) 1991-92	16,78,916=57	8,94,963=35	7,83,953=20
(b) 1992-93	22,49,392=05	10,61,597=47	11,87,794=58
(c) 1993-94	23,10,525=22	10,52,367=27	12,58,157=95

7. The following amounts of interest actually accrued on account of USI investments have not been included in the income, stated earlier, as they were transferred to various funds as reflected in the Balance Sheet :-

(a) 1991-92	Rs. 9,30,018=11
(b) 1992-93	Rs. 10,48,194=16
(c) 1993-94	Rs. 11,72,634=05

8. The five year perspective, worked out by Gen Menezes, gives the position that will obtain when we move to our new building.

#### USI Building Fund

9. The balance in the USI Building Fund stood at Rs. 2.69 crore as on 31 Mar 94. After 31 Mar 94 to date, Rs. 1.50 crores has been paid out to the AWHO. This brings the total amount so far paid to the AWHO to Rs. 3.10 crores.

10. You will be happy to hear that a sum of Rs. 75 lakhs was received on 1 Nov 94 from the Hon'ble Prime Minister's National Defence Fund. This amount has also been paid to the AWHO and is included in the total. I have stated the balance of Rs. 55 lakhs has been promised by 1 Feb 95.

11. I would like to place on record on your behalf the deep appreciation of the Council and its grateful thanks to the Hon'ble Prime Minister for his support and generous grant for the USI Building Project.

#### Membership

12. Upto 15 Nov 94 the total number of Life Members stood at 3350 as against 3255 last year. The total number of annual members were 1107 as against 960 last year. The number of Subscriber Members stood at 762 as against 759 last year.

13. We have so far enrolled the full quota of 20 Associate Members. Quite a number of applicants could not be accepted due to the limited quota of 20 associate members. I feel we ought to increase the quota for associate members considerably and this proposal is on our agenda.

#### The USI Journal

14. You will be happy to know that the quality of our book reviews continue to attract a large number of books from both Indian and Foreign publishers. Till 15 Nov we have received 285 books from foreign publishers alone thus saving the USI Rs. 2,07,840 in foreign exchange. But I am sorry to say that the position of advertisements continues to remain poor inspite of the appeal my predecessors had made to our Council members for help in obtaining advertisements.

#### Correspondence Courses

15. A total of 1818 officers took our correspondence courses in 1993-94 as against 1210 who took these courses last year. You will be glad to hear that in the results of the Army DSSC Entrance Examination just announced 18 out of the 20 competitive vacancies were secured by officers who took our correspondence course. The results of the Air Force examination has been almost equally good with an overall success rate of 79%.

#### Gold Medal Essay Competition

16. This year we have had a satisfactory number of entries for both the categories of our Gold Medal Essay Competition. The results evaluated by three Senior DS and the NDC will be placed before you for your decision on the selection of prize-winners.

17. It is with deep regret that I wish to place on record, on behalf of the Council, our great sorrow at the untimely demise of Lt Col Rajiv Kumar, 51 Arm'd Regt, who had won the first prize in the USI Gold Medal Essay Competition 1993 and in 1990.

#### MacGregor Medal

18. It is with a sense of great disappointment and regret that another year has gone by without any recommendation being received from the Joint Planning Committee or any of the Services for the award of the MacGregor Medal I cannot but agree with what one of my predecessors Admiral Suren Govil, had said, I quote -

"I cannot believe that our people are not undertaking adventure and reconnaissance activity worthy of this award. It seems to me most strange that though our officers have gone to the South Pole and have sailed round the World, none of these persons were recommended for the award of the "MacGregor Medal".

19. I also agree with his conclusion that such cases should be re-examined by the JPC and considered for a delayed award since no cases have been received for several years. It appears to me that the weakness appears to lie more in the presentation of the reports rather than in the activities carried out.

20. The Director had brought this to the notice of the DGM0 in his capacity as Chairman, JPC. The JPC have suggested that the rules for the award of the MacGregor Medal should revert to the original conditions and be limited to Military Reconnaissance.



### Seminars and Lectures

21. There have been a number of very high profile lectures delivered by eminent persons for this year. I would like to particularly draw your attention to the following talks :-

- |                                     |  |
|-------------------------------------|--|
| (a) His Excellency E Doweik         | Ambassador of Israel in India                                |
| (b) Dr Yossi Beilin                 | Hon'ble Dy Foreign Minister of Israel                        |
| (c) His Excellency Khaled-El-Sheikh | Ambassador of Palestine in India                             |
| (d) Mr Senator Gary Hart            | Former Member of the US Senate and US Presidential Candidate |
| (e) His Excellency Frank G Wisner   | US Ambassador in India                                       |
| (f) Mr GC Saxena                    | Former Governor J & K  |

22. Our annual Seminar on Defence R & D that was to be held in Pune is now being organised by the Chairman of the Executive Committee and his colleagues. He will be giving the status of the Seminar later this morning. I have also been approached by Prof ML Sondhi for holding a joint Seminar with the JNU on "Non-Military Threats to India's Security". We are working out the details for such a Seminar.

### Research Centre

23. I am afraid we seem to have got unnecessarily bogged down in procedural matters. The case has been placed before you on the agenda and my recommendation to you is that we go ahead on the lines stated in the USI Paper which had, as you know, the approval of a previous USI Council and that of the Chiefs of Staff Committee. Any changes can always be made after we have gained some experience on the working of the Research Centre.

### Conclusion

24. Though the USI has continued to make a steady and satisfactory progress in most fields there appears to have been a certain amount of disappointing stagnation in some areas. These are namely -

- (a) No recommendations being received from the JPC for the award of the MacGregor Medal for several years.
- (b) No progress having been made in starting the Strategic Research Centre, even though the USI Paper was approved by a previous Council and Chiefs of Staff Committee.
- (c) Inadequate numbers of advertisements being received for the USI Journal to make it financially self-sufficient inspite of appeals to members for help.

25. I have no doubts that with your help, all these matters can easily be satisfactorily resolved by the time the USI moves to its new building. I also hope that this happens well in time for the USI to celebrate its 125th Anniversary in an appropriate manner in its own building.



Appendix B

(Refers to Para 16 of Minutes  
of Council Meeting held on  
22/23 Dec 94)

UNITED SERVICE INSTITUTION OF INDIA

TERMS AND CONDITIONS OF SERVICE

General

1. These Terms and Conditions of Service shall be applicable to all categories of Employees of the United Service Institution of India, herein after called the USI.
2. These Terms and Conditions of Service shall come into effect on a date approved by the Council of the USI.

Definitions

3. In these Terms and Conditions of Service and any administrative or other orders issued in connection with these Terms and Conditions of Service, unless the context otherwise requires -

(a) 'Employee' means any person appointed by the USI and includes regular employees (officers and staff) and re-employed pensioners (officers and staff).

(b) 'Employer' means the USI.

(c) 'Appointing authority' for personnel below officer level will be the Director, For officers it will be the Executive Committee and for the Director it will be the Council.

(d) 'Appellate Authority' means the President of the Council of the USI.

Appointment

4. The selection for posts below officer rank shall be made by a Committee appointed by the Director. All appointments (less peons / sweepers etc) in the USI shall be made after due open advertisement or as may be decided by the Executive Committee.

5. Selection for all posts of officers shall be made by a Selection Committee appointed by the Executive Committee. The Selection Committee shall consist of -

(a) Chairman of the Executive Committee or a Member of the Executive Committee nominated by him.

Chairman

(b) A member of the Council of the USI appointed to be a member of the Executive Committee.

Member

(c) Director, USI.

Member

(d) Any other person appointed by the Executive Committee for expert advice.

Member

Provided that -

in the case of the Director, the Chairman of the Selection Committee shall be the President of the Council and the Chairman of the Executive Committee shall be a member in addition to the other members as in Clause 5. The proceedings of the Selection Committee shall be approved by the members of the Council of the USI.

6. The Selection Committee shall make out a list of three or more selectees in the order of merit (Merit List).

7. An appointment offer letter shall be issued to the selectee who is at the first position in the Merit List. The appointment offer letter shall specifically state the time and date on which the selectee shall report to the USI. He shall be sent to an Assistant Surgeon, appointed by the USI for a medical examination on reporting to the USI.

8. If either the selectee does not report to the USI in answer to the offer of appointment letter or fails to pass the medical examination, he shall not be issued with an Appointment Letter and his candidature shall be cancelled. After a lapse of one working day, the same procedure shall be repeated with Selectee No. 2, and, if necessary, Selectee No. 3 and 4 on the merit list and so on. If all the selectees either do not report or fail to pass the medical examination, the Chairman of the Executive Committee may decide to call more selectees or re-advertise the post.

9. A person, after passing the Medical Examination, shall be appointed on probation for a period of 180 (one hundred and eighty) days extendable to 235 (two hundred and thirty five) days. If he is found unsuitable for the post his services shall be terminated by the Appointing Authority without any notice and without assigning any reasons thereof.

10. If the person is found suitable for the post, he shall be confirmed on conclusion of 180 days or 240 days as the case may be.

11. Retention in service of all appointees is subject to verification of their character and antecedents. An appointee shall not be confirmed till the receipt of a verification report. In case of an adverse verification report, the service of the appointee is liable to be terminated without any notice by the appointing authority. For ex-servicemen, verification will be made from his service book / discharge certificate.

#### Age at Appointment

12. The age at appointment shall be governed by -

(a) Regular Employment. For regular appointment, a person should not have attained the age of 30 extendable to 35 in the case of an ex-serviceman who is not a pensioner, on the date the person applies for a post.

(b) Re-employment of Pensioners. For re-employment, a pensioner should not have attained the age of 60 on the date the pensioner applies for a post.



### Period of Engagement

13. The period of engagement of a person for service in the USI shall be -

(a) Regular Employee. Till the employee attains the age of 58 (Fifty eight).

(b) Re-employed Pensioners. The employment shall be normally for a period of four years, unless the employee is found unsuitable for such engagement. Such period may be further extended as the Council may approve, till such employee attains the age of sixty eight. Extensions below officer rank will be granted by the Director.

Provided that -

the Council of the USI may relax or restrict these conditions based on the merits of a case.

### Date of Retirement, Normal Termination and Emergent Termination

14. The date of retirement of a regular employee shall be the last day of the calendar month on which the employee attains the age of 58 (fifty eight).

15. The date of normal termination of engagement of a re-employed pensioner shall be the last day of the calendar month on which the re-employed pensioner completes his tenure of engagement.

16. The date of emergent termination, prior to the completion of the term of engagement shall be any day of the calendar month provided that the specified period of notice is given or pay and allowances for the period of notice are paid by either side.

17. The 'terminating authority' shall be the appointing authority.

provided that -

the services of the Director shall be terminated only with the approval of the members of the Council of the USI.

### Period of Notice for Termination of Service

18. The period of notice for termination of service on either side, shall be 30 days.

### Leave Rules

19. Leave is a privilege and not a right. The sanctioning authority shall have the powers to withhold sanctioning of leave or recall an employee from leave due to exigencies of work.

20. The leave sanctioning authority shall be the Director or any officer officiating for him. The Director may, by due notification, delegate the power of sanctioning casual leave to officers in charge of sections in the office or library of the USI.



21. Employees of USI shall be entitled to the following types of leave :-

- (a) Earned Leave.
- (b) Medical Leave.
- (c) Casual Leave.
- (d) Extra Ordinary Leave Without Pay.
- (e) Maternity Leave.

22. The rules governing each type of leave shall be as under :-

(a) Earned Leave

(i) The entitlement of an employee shall be 30 (thirty) days in a calendar year. For the calculation of entitlement of earned leave for periods less than one year, the formula of one day out of every twelve days during the period shall be used.

(ii) Earned leave may be accumulated.

(iii) Upto a maximum of 120 (one hundred and twenty) days of accumulated earned leave may be encashed only at the time of retirement or termination of service under the sanction of the appointing authority, provided that an employee may encash annually any accumulated Earned Leave in excess of 120 (one hundred and twenty) days. Encashment of earned leave is not allowable if the service of an employee is less than three years.

(b) Medical Leave

(i) The entitlement of an employee shall be 20 (twenty) half days of medical leave in a calendar year.

(ii) Medical leave cannot be encashed.

(iii) Medical leave may be availed only on medical grounds after EL is exhausted.

(iv) Any cases of prolonged illness may be taken up under the provisions of Para 32.

(c) Casual Leave

(i) The entitlement of an employee is 10 (ten) days in a calendar year. In case of service less than a year the casual leave entitlement shall be in proportion to the number of days in the part of the year covered by the terms of engagement.

(ii) Casual leave cannot be accumulated.

(iii) Casual leave cannot be encashed.

(d) Extra Ordinary Leave Without Pay

- (i) The entitlement shall be a maximum of three months in a slab of five years of service after completion of five years of service with the USI.
- (ii) The Director shall sanction such leave only with the approval of the Executive Committee.

(e) Maternity Leave

- (i) The entitlement of maternity leave for women employees shall be 90 days for only those who have less than two surviving children.
- (ii) Maternity leave not exceeding 6 weeks may be sanctioned in case of abortion or miscarriage, irrespective of the number of surviving children, if supported by Medical Certificate.
- (iii) Maternity Leave may be combined with Earned Leave, Medical leave and Extra-ordinary leave without pay, if supported by a Medical Certificate.

(f) Medical Certificate shall mean the production of medical certificate from an Assistance Surgeon or above in government service.

23. Absence Without Leave

(a) Absence without leave or overstayal of leave shall be treated as leave without pay. The leave sanctioning authority may, at his discretion, allow adjustment of the days of absence against a sanction of Extra Ordinary Leave without pay, accumulated earned leave or casual leave or medical leave if supported by a medical certificate.

(b) Absence without leave or overstayal of leave exceeding 90 (ninety days) shall be deemed as resignation from the post. The appointing authority may then declare the post as vacant, without any notice to the employee, and take action to fill the vacancy.

Discipline Rules

24. No employee shall accept any other employment or engage himself or herself in any trade or occupation without the prior permission of the appointing authority.

25. The following acts or omissions shall be construed as breach of discipline in the USI :-

- (a) Causing financial loss to the USI or any other person connected with the USI
- (b) Causing wilful damage to USI property.
- (c) Failing to perform his or her duty.
- (d) Violation of the Conduct Rules of the USI.
- (e) Any act or omission which constitutes a punishable offence under any law in force in India.

26. Breaches of discipline shall be investigated and punished in accordance with procedures laid down by the Executive Committee.

27. In case of disciplinary action, an employee shall have the right of appeal to the appellate authority. The decision of the appellate authority shall be final.

#### Pay and Allowances

28. The 'pay' or 'scales of pay' and allowances for various categories of posts shall be as approved by the Council of the USI, from time to time. Pay and allowances applicable from 1 Apr 95 are given at Annexure.

#### Terminal Benefits

29. Service in the USI shall not entitle a person for any pensionary benefit for such service.

30. All categories of employees of USI shall be entitled to Contributory Provident Fund benefits.

31. Contributory Provident Fund Rules shall be placed as a separate Appendix to the Rules and Bye Laws of the USI.

#### Discretionary Powers

32. The Council of the USI shall have the powers to decide any individual case on the merits of the case, notwithstanding any provision of any clause, sub-clause or sub-sub-clause of these Terms and Conditions of Service.

#### Power of Amendment

33. The power of amendment of these Terms and Conditions of Service shall remain vested with the Council of the USI.

#### Currency and Rescindment

34. These Terms and Conditions of Service shall remain in force till rescinded by the Council of the USI.

\* \* \* \* \*



## Annexure to Appendix B

## PAY AND ALLOWANCES OF USI STAFF

## (A) OFFICERS

Ser No	Appointment	Present	Recommended
(a)	(b)	(c)	(d)
1.	Director	(i) Consolidated Pay Rs. 3000	Rs. 3500
		(ii) Tpt Reimbursements Rs. 1500	Rs. 1500
		(iii) Tele Reimbursements Rs. 250	Rs. 250
		(iv) Ent Allowance Rs. 250	-
2.	Dy Director & Editor	(i) Consolidated Pay Rs. 2750	Rs. 3250
		(ii) Tpt Reimbursements Rs. 1250	Rs. 1250
		(iii) Tele Reimbursements Rs. 250	Rs. 250
		(iv) Ent Allowance Rs. 250	-
3.	Dy Director (Admn)	(i) Consolidated Pay Rs. 2500	Rs. 3000
		(ii) Tpt Reimbursements Rs. 1250	Rs. 1250
		(iii) Tele Reimbursements Rs. 250	Rs. 250
		(iv) Ent Allowance Rs. 250	-
4.	Chief Instructor	(i) Consolidated Pay -	Rs. 3000
		(ii) Tpt Reimbursements -	Rs. 1250
		(iii) Tele Reimbursements -	Rs. 250
		(iv) Ent Allowance -	-

## Notes :

1. Transport and Telephone Reimbursements shall be paid on monthly certificate provided by officers to the Director.
2. Entertainment Allowance has been merged with Consolidated Pay.
3. An increment of Rs. 250/- per month in all cases.
4. Since officers are occupying the posts of Director & Chief Instructor in an Honorary Capacity, Reimbursements of Out of Pocket Expenses will be considered separately.

(B) OFFICERS WORKING IN AN HONORARY CAPACITY :

(a)	(b)	(c)	(d)
1. Director		Rs. 1750	Rs. 1750
	(Maj Gen SG Sinha, PVSM(Retd))		
2. Chief Instructor		Rs. 1500	Rs. 1500
	(Brig YP Dev(Retd))		

(C) RE-EMPLOYED PENSIONERS

(a)	(b)	(c)	(d)
1. Librarian		Rs. 2746	Rs. 2900
2. Senior Accountant		Rs. 2283	Rs. 2450
3. Accountant		Rs. 2175	Rs. 2300
4. Senior Clerk		Rs. 1675	Rs. 1800
5. Peon / Daftry		Rs. 1375	Rs. 1500
6. Peon		Rs. 1345	Rs. 1450
7. Shri IK Sharma		Rs. 1825	Rs. 2000

Notes :

- House Rent Allowance has been merged with Consolidated Pay.
- Increments have been recommended as under :-

(a) Librarian	Rs. 184 (1)
(b) Senior Accountant	Rs. 167 (1)
(c) Accountant	Rs. 125 (1)
(d) Senior Clerk	Rs. 125 (4)
(e) Peon / Daftry	Rs. 125 (1)
(f) Peon	Rs. 105 (2)
(g) Shri IK Sharma	Rs. 175 (1)

(D) REGULAR EMPLOYEES

- No change from the existing pay scales.
- Additional Dearness Allowance shall be paid at 80% of Basic Pay. (Current rate of Additional Dearness Allowance is 65% of Basic Pay).

(E) ANNUAL FINANCIAL EFFECT OF INCREASED PAY AND ALLOWANCES

<u>Ser</u> <u>No.</u>	<u>Category</u>	<u>Monthly Increase</u>	<u>Annual Increase</u>
1.	Officers (2)	Rs. 500	Rs. 6,000
2.	Below Officer Level - Re-employed (11)	Rs. 1,486	Rs. 17,832
3.	Regular Staff (8)	Rs. 1,625	Rs. 19,500
4.	Employer's Share of CPF in case of Sers 1 and 2	-	Rs. 1,986
Total			Rs. 45,318

Notes :-

- Officers - 2 at Rs. 250/- each - Rs. 500/-.
- Details of Category / Individual increase for Re-employed Pensioners is given in Notes under Pay and Allowances of such employees.
- For Regular Employees ADA as shown under :-

<u>Basic Pay</u>	<u>Nos.</u>	<u>At 80%</u>	<u>At 65%</u>	<u>Inc.</u>
(a) Rs. 2070	1	Rs. 1656	Rs. 1346	Rs. 310
(b) Rs. 1370	3	Rs. 1096	Rs. 891	Rs. 205 x 3 = 615
(c) Rs. 1190	1	Rs. 952	Rs. 774	Rs. 178
(d) Rs. 1160	3	Rs. 928	Rs. 754	Rs. 174 x 3 = 522
Total				Rs. 1625



UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF THE COUNCIL MEETING  
HELD AT 1030 HRS ON 23 NOV 95 AT THE USI LIBRARY

1. The following were present :-

- |  |               |
|--|---------------|
| (a) Vice Adm SK Chand, PVSM, AVSM, ADC<br>Vice Chief of Naval Staff & President<br>USI Council | Chairman      |
| (b) Lt Gen ML Dar, PVSM, AVSM, ADC<br>Vice Chief of Army Staff & Vice President<br>USI Council | Member        |
| (c) Maj Gen RPRC Naidu, VSM<br>Offg DGMT & Chairman USI Executive<br>Committee                 | "             |
| (d) Capt DB Singh<br>Offg Dir Naval Trg  | "             |
| (e) Air Cmde C Rajagovindan<br>Rep Dir Trg (Air)   | "             |
| (f) Lt Gen VP Airy, MVC(Retd)  | "             |
| (g) Lt Gen K Balaram, PVSM(Retd)   | "             |
| (h) Lt Gen IS Gill, PVSM, MC(Retd)   | "             |
| (j) Vice Adm SP Govil, PVSM, AVSM(Retd)  | "             |
| (k) Brig NB Grant, AVSM(Retd)  | "             |
| (l) Lt Gen SL Menezes, PVSM, SC(Retd)  | "             |
| (m) Lt Gen SN Sharma, PVSM, AVSM(Retd)   | "             |
| (n) General VN Sharma, PVSM, AVSM(Retd)  | "             |
| (o) Rear Adm Satyindra Singh, AVSM(Retd)   | "             |
| (p) Lt Gen SK Sinha, PVSM(Retd)  | "             |
| (q) Maj Gen SC Sinha, PVSM(Retd)<br>Director, USI  | Secretary     |
| (r) Maj Gen MML Sharma, MD AWHO  | In Attendance |
| (s) Sqn Ldr AK Luthra,<br>Chartered Accountant   | "             |
| (t) Col(Dr) Jagmohan,<br>Legal Adviser   | "             |
| (u) Mrs Seema Malik<br>Asst to Legal Adviser   | "             |
| (v) Air Cmde NB Singh(Retd)<br>Dy Director & Editor  | "             |
| (w) Brig GL Sachdeva(Retd)<br>Dy Director(Adm)   | "             |
| (x) Brig YP Dev(Retd)<br>Chief Instructor  | "             |
| (y) Col HB Singh<br>DS (Coord)   | "             |
| (z) Col VK Singh, VSM(Retd)<br>Asst Director(Adm)  |               |

2. The President of the USI Council presented prizes to the following:-

- (a) Lt Col KS Ramanathan(Retd)  
SIGS - Group A open to all officers First Prize Gold Medal and Rs.2,000/- cash award.
- (b) Maj DJS Chahal - Group B for officers below 10 years Service. Second Prize - Rs. 1,000/- cash award

3. The following officers were not present to receive their prizes :-

- (a) Maj SP Yadav  
29 AD Regt
- (b) Maj Harcharan Singh  
3 MADRAS

Item I - To Receive Apologies of Absence

4. Apologies of absence were received from the following:

- (a) Air Mshl SK Sareen, PVSM, AVSM, VM, ADC  
VCAS & Vice President, USI Council
- (b) AVM M Banerji, MVC, VM(Retd)
- (c) Vice Adm SC Chopra, PVSM, AVSM, NM(Retd)
- (d) Air Cmde Jasjit Singh, AVSM, Vrc, VM(Retd)
- (e) Professor ML Sondhi, IFS(Retd)
- (f) Lt Gen MA Zaki, PVSM, AVSM, Vrc(Retd)

Item II - To Receive the President's Annual Report for 1995

5. The President presented the Annual Report of the USI activities for the year 1995. The Report is placed at Appendix A attached.

6. After the President's Report Lt Gen K Balaram stated that in view of the tenure of the present Council expiring on 31 Dec '95 it ought not to consider such points, which are likely to affect the functioning of the Institution after 1st Jan '96. He further stated that if such points were considered then he would like to serve notice at this Council Meeting under Rule 16 Chapter III of the Rules of the USI to enable him to take up these points with the new Council when it meets. The President directed the member to serve such notice when the relevant points were considered by the Council.

Item III - To Confirm the Minutes of the Council Meeting Held on 22 and 23 Dec 54

7. Since the Minutes of the Meeting had been with the members for a considerable length of time and since no points had been raised by any member, Lt Gen IS Gill proposed and Vice Adm SP Govil seconded the proposal that the minutes be confirmed. The proposal was accepted by the Council.

Item IV - To Consider the Accounts and Audit Report for the Year 1994-95

8. Since no queries on the Accounts and on the Audit Report



were raised by members Lt Gen VP Airy proposed and Lt Gen K Balaram seconded the proposal that the Accounts and the Audit Report be accepted by the Council. The proposal was unanimously accepted by members and the Accounts and Audit Report for 1994-95 were passed by the Council.

Item V - To Approve the Revised Estimates for the Year 1995-96 and the Budget Estimates for 1996-97

9. It was proposed by Lt Gen SK Sinha and seconded by Lt Gen IS Gill that the Revised Estimates for the year 1995-96 and the Budget Estimates for the year 1996-97 be passed by the Council. The proposal was accepted by the Council.

10. Lt Gen K Balaram served notice that he would bring up the Budget Estimates for the year 1996-97 for reconsideration by the new Council when it meets next year.

11. Lt Gen SL Menezes proposed that a Finance Sub Committee be appointed to look into the projected income/expenditure for the first year of functioning in the new location (BE 96-97) as a quantum jump in the income and expenditure of the USI was likely to take place. The proposal was accepted, but composition was left to be decided by the new Council when it meets next year.

12. The DGMT advised that adequate marketing be done for facilities to be hired out in the new location as bulk of income would accrue from these.

/ the USI

Item VI - To Appoint Auditors for Year 1995-96 and Fix Their Remuneration

13. It was proposed by Lt Gen IS Gill and seconded by Lt Gen SK Sinha that since their services had been satisfactory, Messrs Luthra & Luthra be appointed as auditors for the year 1995-96 on the existing scales of remuneration. The proposal was passed by the Council.

14. Lt Gen K Balaram served notice that he would bring up this point on the agenda for reconsideration by the new Council when they meet next year.

Item VII - To Consider the Increase Proposed in the Rates of Membership Subscription and in the Cost of the USI Journal

15. Members accepted the reasons given for the increase in subscriptions and in the cost of the Journal but some members felt that the amount of increase proposed, especially of the membership subscriptions, was too low. After some discussion the Council accepted the proposed increased rates w.e.f 1st Apr 1996 as stated below :-

(a) Membership Fees.

	<u>Joining Fees</u>	<u>Subscription</u>
(i) Ordinary Membership	150/-	150/- (annual)
(ii) Life Membership	150/-	1,500/-

(b) Journal Rates.

<u>Each Copy</u>	<u>1 Year</u>	<u>2 Years</u>	<u>3 Years</u>	<u>4 Years</u>	<u>5 Years</u>
Rs. 45/-	Rs. 180/-	Rs. 350/-	Rs. 510/-	Rs. 690/-	Rs. 850/-



16. Lt Gen K Balaram served notice that he would place this point for reconsideration by the new Council at its meeting next year.

Item VIII - To Select the Subject and Speaker for the National Security Lecture for the Year 1996

17. The Council selected the following subjects and speakers in the order of priority shown below :-

(a) Subjects.

- (i) The continuance of NPT and its relevance to the policies of India in the 21st Century.
- (ii) The nebulous state of India's Nuclear Policy and its impact on Defence Strategy.

(b) Speakers.

- (i) Dr APJ Abdul Kalam
- (ii) Shri JN Dixit
- (iii) Field Marshal SHFJ Manekshaw/Air Cmde Jasjit Singh

18. The Council directed that the speakers be permitted to make changes to the title of the talk with the proviso that the main theme of the subject was adequately covered.

19. Lt Gen IS Gill suggested that Shri S Muthaiah be invited to speak on, "The Impact of the Civil War in Sri Lanka on India". The Council accepted the suggestion and directed that Shri Muthaiah be approached only if the speakers already proposed above, did not accept our invitation to deliver the National Security Lecture on the subjects selected. Otherwise Shri Muthaiah should be invited to talk on his subject during the course of the year.

20. The Council directed that the subjects and authors for the National Security Paper, the subjects for the Gold Medal Essay Competition and subject and other details of the National Security Seminar for 1996 should be decided by the Executive Committee.

Item IX - Colonel Pyara Lal Memorial Lecture

21. The Council gratefully accepted the offer made by Shri SL Agarwal to donate Rs. 1,10,000/- from the Col Pyara Lal Education and Welfare Trust for the institution of an annual memorial lecture at the USI. The Council ruled that the annual lecture should be started from the year 1997 and would be known as the 'USI Col Pyara Lal Memorial Lecture'. The Council directed that its appreciation should be conveyed to Shri SL Agarwal.

Item X - Extension of Officers Service

22. The Council approved extension of service till 31 Dec 1996 to the following officers of the USI:-

- (a) Maj Gen SC Sinha, PVSM(Retd)  
as Director, USI
- (b) Air Cmde NB Singh(Retd)  
as Dy Director & Editor

- (c) Brig GL Sachdeva  
as Dy Director (Adm)
- (d) Brig YP Dev  
as Chief Instructor

23. Lt Gen K Balaram served notice of his intention to bring up this point for reconsideration by the new Council at its meeting next year.

Item XI - Employment of Additional Staff

24. The Council accepted the employment of Col VK Singh on a temporary basis till 31 Dec 1996 in his present appointment of Asst Director (Adm) on the scales of pay recommended by the Executive Committee. The Council directed that this appointment should be advertised and selection made in the normal manner should it be decided to have this appointment on a permanent basis.

25. Members felt that possibilities should be explored for obtaining from Firms, on a contract basis, the services of various technical personnel required for operating and/or maintaining some of the facilities such as computers, air condition plants, generator, water-pump and PA Eqpt in the new Building. With this in mind the requirement of additional staff should be re-examined by the Executive Committee and put up for approval to the new Council at its first meeting.

Item XII - To Approve the Accommodation Rules

26. The Council decided that the Accommodation Rules should be examined in detail by the Executive Committee and put up to the new Council at its first meeting next year. Members were requested to forward their comments, if any, to the Director at an early date. The Council further directed the Executive Committee to consider the following suggestions received from members of the USI Council along with any other suggestions that may be received from members :-

(a) Suggestion from the VCAS. The VCAS was of the opinion that the officers' flats should be rented out to the three Services HQ and other Services elements as guest houses for VIP visitors to Delhi.

(b) Suggestion from Lt Gen SK Sinha. Lt Gen Sinha was of the opinion that Research Scholars who are members of the USI doing research with other Institution should also be given some concession for hostel accommodation provided they were working in the USI Library. He suggested that such scholars should be charged Rs. 100/- a day.

Item XIII - To Elect the President of the Council

27. The Council elected Lt Gen ML Dar, VCOAS, as President of the Council to take over from Vice Adm SK Chand from 01 Dec 95. The Council also decided that this appointment should devolve on the new Vice Chief of the Air Staff should Lt Gen ML Dar retire from the Service in Oct '96.

Item XIV - Brig NB Grant's Points.

28. Opening of USI Centres at other Stations. The Council decided that Brig NB Grant should put up a detailed and

( 6 )

comprehensive proposal with all the financial implications for consideration of the Council for setting up the first Centre at Poona to start with. The Council felt that as far as possible such Centres should be made self-sufficient by obtaining financial aid from local formations. The Council ruled out the transfer of any portion of the USI Library to such Centres.

29. Loanings of Books from the Library to the Outstation Members by Post. The proposal was not accepted by the Council.

Item XV - Building Progress

30. Members noted the progress reported and also expressed their appreciation to Lt Gen Deepak Ajwani, DMG for successfully processing the USI proposal for the Govt to waive MES departmental charges for the provision of water and electricity to the USI Complex by the MES.

31. It was decided that the present Building Sub Committee would continue to function till two months after the move of the USI to its new location.

Item XVI - Any Other Points

32. USI Centre for Research. Vice Adm SP Govil informed the Members of the formation of the Board of Management (BOM) for the USI Centre for Research. He also informed the Council that during the first meeting on 17 Jan 95 the BOM had selected Air Mshl Vir Narain and Vice Adm RB Suri for research and their subjects for research were under finalisation in consultation with them and respective Service HQ. He stated that no recommendations had been received from the Army HQ and the DGMT was requested to expedite the Army recommendations.

33. The USI Seminar Held Recently at Pune by Maj Gen Vinod Saighal. Brig NB Grant brought to the notice of the USI Council that a Seminar in the name of the USI had been organised at Pune on 21 and 22 Nov 95 by Maj Gen Vinod Saighal. He failed to understand how this Seminar had been organised on dates coinciding with the USI Council Meeting and the USI National Security Lecture at Delhi. Holding the Seminar on these dates only ensured that no member of the USI Council or any person on its staff could attend the Seminar. He further pointed out that due to no letter on the Seminar originating from the USI, HQ Southern Command had not sent any officer to attend the Seminar which was held in the R&DE (Engineers) at Dighi, Pune.

34. It was pointed out by the Secretary that Maj Gen Saighal had, in a letter dated 25th Oct '95, informed the USI that the Seminar at Pune was to be held on 21 and 22 Nov '95. In this letter he had further stated that he was leaving for Europe on 26 Oct 95 and that he would get in touch with the Director USI before the Seminar, which he failed to do. Therefore, it had not been possible to ask him to re-adjust the dates of the Seminar. It was decided that a report in this regard be obtained by the Director from Maj Gen Vinod Saighal and placed before the Executive Committee for further necessary action.

35. Points by Lt Gen K Balaram. He wished to give notice on the resolutions adopted on the following agenda points discussed at the Council Meetings held on 23-24 Dec 94 and 27 Dec 89 :-

(a) On Item X - 'Delegation of Powers' the position that "Further extensions will be given by the appointing authority in accordance with the Terms and Conditions ...7.



of Service".

(b) On Item XI - 'Terms of Service of the USI Staff'.

(c) On the following points under Item XXI - 'Any Other Points':-

(i) Para 30 of the Minutes, "Director to be Member Secretary of the Council and the Executive Committee".

(d) Item IX - Para 13 of USI Council Meeting Held on 27 Dec 89. The resolution amending Para 2(a) of Chapter III of the USI Rules.

36. Points by the Director USI.

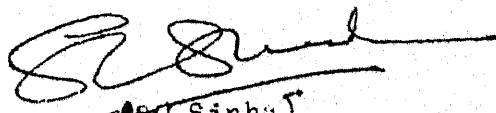
(a) The Director brought to the notice of the Council that Col Joe Rebello had arranged for PCL to donate a computer system (PC 486) to the USI. The Council directed that their appreciation be conveyed to the Company and to Col Joe Rebello.

(b) The Director informed the Council that the VCAS has directed Air HQ Staff to purchase USI Journals in bulk centrally and distribute them to units. The VCAS and VCNS also noted the point for similar action, if feasible.

37. Election Results of the New Council for the Years 1996 to 1998. The Chairman informed the Council that the following members had been elected to the new Council for the year 1996 to 1998 :-

- (a) Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM(Retd)
- (b) Lt Gen K Balaram, PVSM(Retd)
- (c) Lt Gen KP Candeth, PVSM(Retd)
- (d) Vice Adm SC Chopra, PVSM, AVSM, NM(Retd)
- (e) Shri JN Dixit, IFS(Retd)
- (f) Brig NB Grant, AVSM(Retd)
- (g) General OP Malhotra, PVSM(Retd)
- (h) Lt Gen Satish Nambiar, PVSM, AVSM, Vrc(Retd)
- (j) Maj Gen DK Palit, Vrc(Retd)
- (k) Air Mshl PM Ramachandran, PVSM, AVSM, SC, VM(Retd)
- (l) General SF Rodrigues, PVSM, VSM(Retd)
- (m) General VN Sharma, PVSM, AVSM(Retd)
- (n) Air Cmde Jasjit Singh, AVSM, Vrc, VM(Retd)
- (o) Admiral RH Tahiliani, PVSM, AVSM(Retd)

38. There being no further points the Council meeting was adjourned with a vote of thanks to the chair being proposed by Lt Gen K Balaram, which was unanimously accepted by the Council.

  
Maj Gen(Retd)  
Secretary

No. 1078/Coun-Min/USI/95  
Dt 05 Dec 95.

UNITED SERVICE INSTITUTION OF INDIA

COUNCIL MEETING ON 23 NOVEMBER 1995

PRESIDENT'S REPORT FOR THE YEAR 1995

Gentlemen, it gives me great pleasure to welcome you to our Council Meeting for 1995. I thank you for the trouble that you have taken to be here this morning and I am sure we will have some useful discussions on this morning's agenda.

As in previous years the Council Meeting has been scheduled to coincide with the National Security Lecture being delivered by Shri Jaswant Singh, Member of Parliament, on "OUR NATIONAL SECURITY - END OF THE 20TH CENTURY AND THE OPENING DECADE OF THE 21ST" at the auditorium of the Nehru Memorial Museum and Library at Teen Murti House, starting at 5.00 PM this evening and tomorrow. I hope all of you will be able to attend the talk on both the evenings.

Before I go further with my report on the functioning of the USI, I would like to bring to your notice a point brought up by one of our esteemed members. The member feels that, since the

term of this Council expires on 31st December 95 and a new Council is due to take over from 1st Jan 1996, any Agenda item which is likely to affect the functioning of the Institution after 1st Jan 1996 should not be considered at this meeting. He feels that propriety demands that such items should be included in the Agenda of the meeting of the new Council scheduled to be held in Jan-Feb 1996. It is for the Council to take a view on this opinion but I would like to stress from the very start that we do not function as political parties and the present Council which has the experience of three years of functioning of the Institution, is in a better position to take decisions concerning the Institution irrespective of how long into the future its decisions may affect. I believe this has been the past practice and I see no reasons for it to be discontinued. I however, leave it to you gentlemen to decide on this issue when it is brought up.

#### USI NEW BUILDING PROJECT

The progress of the New Building is, I am told, going according to schedule and the project is due to be completed by early next year. The Building Sub-Committee has appointed M/s Payal Visions Pvt Ltd to do the interior designing and provide the necessary furniture and furnishings. This work it is hoped will be completed along with the completion of the Building Project. The Chairman of the Building Sub-Committee and the Managing Director of the AWHO will brief you in greater detail on these aspects.



### FINANCES

The audited Balance Sheet for the year 1994-95 alongwith the Auditor's Report, the revised budget for 1995-96 and the Budget Forecast for 1996-97 have been sent to you and I hope you have had the time to examine them. I am happy to say that there are no serious irregularities or objections raised by the Auditors in their report. However, any member wanting any further clarification may please obtain it from the Auditors after his briefing on the State of Accounts.

The Finances of the USI continue to be in a healthy state as the figures of the past three years will indicate:-

	<u>INCOME</u> (including interest)	<u>EXPENDITURE</u>	<u>SURPLUS</u>
(a) 1992-93	22,49,392.05	10,61,597.47	11,87,794.58
(b) 1993-94	23,10,525.22	10,52,367.27	12,58,157.95
(c) 1994-95	30,13,582.65	11,61,219.86	18,52,362.79

The following amounts of interest actually accrued on account of USI investments have not been included in the income, stated earlier, as these were transferred to various funds as reflected in the Balance Sheet:-

(a) 1992-93	Rs 10,48,194.16
(b) 1993-94	Rs 11,72,634.05
(c) 1994-95	Rs 13,16,588.00

In the last Council Meeting it was decided that a special review of the Five Years Perspective would be carried out about six months prior to the move to the new location. Although this review has been done for the years 1996-97 and 1997-98, and is reflected in notes to Budget Estimates 1996-97 which were forwarded to you a few days back, the review for the year 1998-99 has not been done as it was felt that a realistic estimate could only be made after experience had been gained on the income and expenditure at the new site atleast for one year.

#### USI BUILDING FUND

The Balance in the USI Building Fund stood at Rs 2.78 Crores as on 31 Mar 95. Since then to date Rs.1.50 Crores has been paid to AWHO. This brings the total amount so far paid to AWHO to Rs.4.60 Crores. You will be happy to know that the total sum of Rs.1.30 crores promised by the Hon'ble Prime Minister from the National Defence Fund has been received and paid to the AWHO.

#### MEMBERSHIP

Upto 15 Nov 95 the total number of Life Member stood at 3,560 as against 3350 last year. The total number of Annual Members was 1590 as against 1107 last year. The number of subscriber members

stood at 795 as against 762 last year.

We have so far enrolled 29 Associate Members.

#### THE USI JOURNAL

The quality of our book reviews has continued to bring in a large number of books from Indian and Foreign publishers. Till 15 Nov 95 we have received 272 books from Foreign publishers thus saving the USI Rs.2,51,981.00 in foreign exchange. This year, I am glad to say that due to the efforts of the VCAS, DGMT and others, we have had a fairly good reponse from Public Sector units placing advertisements in our Journal. However, efforts have to be continuously made to procure adequate number of advertisements. I request the members to please help in this matter.

#### CORRESPONDENCE COURSES

A total of 1797 officers took our Correspondence Courses during the 1994-95 against 1818 who took these Courses last year. The results of the Army DSSC Entrance Examination which has just been announced are quite good and out of 20 competitive vacancies 14 were obtained by officers who took our Correspondence Courses. The over all passed percentage of the students who have taken Correspondence courses was 31.67% compared to over all passed percentage of 22.72%.



GOLD MEDAL ESSAY COMPETITION

I am afraid this year we had only 9 entries for the Gold Medal Essay Competition 'OPEN TO ALL OFFICERS' and 8 entries from those for 'MAJOR AND EQUIVALENT RANK'. This was considerably less than the entries we had last year. I would request the Directors Training of the three Services Headquarters to please give wider publicity to our Essay Competition in the coming years.

MACGREGOR MEDAL

I am afraid in spite of all our efforts no head-way has been made in getting any recommendation from the JPC from the three Services for the MacGregor Medal.

SEMINARS AND LECTURES

A large number of lectures were delivered by eminent persons during the year. I would like to particularly draw your attention to the following talks:-

(a) Dr William J Perry, Secretary of Defence, USA

(b) Ambassador Yoav Biran, Dy Director General  
Ministry of Foreign Affairs, Israel

(c) Sir Christopher France, UK Permanent Under  
Secretary of State for Defence

(d) Prof Robert A Scalpino, University of California

(e) Lt Gen M Sanderson, Chief of Staff of  
Australian Army

(f) His Excellency Andrei Kokoshin  
Russian First Dy Minister for Defence

(g) Mr Peter Tarnoff, Under Secretary, Political  
Affairs, Department of States, USA

(h) Lt Gen VK Nayar (Retd)

(j) Vice Admiral KK Nayyar, PVSM, AVSM (Retd)

The Annual Seminar on Defence R&D, that was to be held last year, is being organised by Maj Gen Vinod Saighal in Pune and was scheduled to be held on 21st and 22nd November. The Seminar for this year is being held jointly with the JNU on "NON-MILITARY THREATS TO SOUTH ASIAN SECURITY" on 7th and 8th December 1995 at the Nehru Memorial Library and Museum at Teen Murti House.

#### RESEARCH CENTRE

I am happy to report that the first meeting of the Board of Management of the USI Centre for Research was held on 17 Nov 95. I will request Admiral Govil to give you the details of the progress made in this matter.

CONCLUSION

During the past year, apart from the fact that no recommendations were received for the annual award for the MacGregor Medal, the USI has made steady progress in all other spheres. Next year after the USI moves into its new location the Institution should be able to make a quantum jump in all its activities. But with this move there will be a very considerable increase in the expenditure for running these activities. I do hope that the three Services Headquarters will continue to extend their help and support to the USI to tide over any financial crunch it may face.

I would like to bring to your notice that at the end of this month I will be saying my farewell to arms. I wish the USI all success in the coming years.

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UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING HELD  
ON 29th FEB 96 AT THE USI LIBRARY

1. The following were present :-

(a) Lt Gen M L Dar, PVSM, AVSM, ADC VCOAS and President USI Council	Chairman
(b) Air Mshl TRJ Osman, AVSM VCAS and Vice President USI Council	Member
(c) Maj Gen RPRC Naidu, VSM Offg DGMT and Chairman USI Executive Committee	"
(d) Cmde AS Bajwa D N T	"
(e) Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM (Retd)	"
(f) Lt Gen K Balaram, PVSM (Retd)	"
(g) Lt Gen KP Candeth, PVSM (Retd)	"
(h) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)	"
(j) Shri JN Dixit, IFS (Retd)	"
(k) Brig N B Grant, AVSM (Retd)	"
(l) Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd)	"
(m) Maj Gen DK Palit, Vrc (Retd)	"
(n) Air Mshl PM Ramachandran, PVSM, AVSM, SC, VM (Retd)	"
(o) General SF Rodrigues, PVSM, VSM (Retd)	"
(p) General VN Sharma, PVSM, AVSM (Retd)	"
(q) Maj Gen S C Sinha, PVSM (Retd) Director, USI	Secretary
(r) Air Cmde NB Singh (Retd) Dy Dir & Editor, USI	In Attendance
(s) Brig GL Sachdeva (Retd) Dy Dir (Adm)	"
(t) Brig YP Dev (Retd) Chief Instructor	"
(u) Mr AK Luthra Auditor	"
(v) Col (Dr) Jagmohan Legal Adviser	"

2. The members of the Council were initially taken to the new building, where they were briefed by the MD AWHO, who is constructing the building. After the visit, the members returned to the USI Library to resume the Meeting.

3. The Chairman welcomed all members to the Meeting. He referred members to the Report of the outgoing President for 1995 made to the last Council at its Meeting of 23 Nov 95 and which had been circulated to all members. The President's address is placed at Appx 'A' attached.

**Item I - To Receive Apologies for Absence**

4. Apologies for absence were received from the following members :-

- (a) Vice Adm KK Kohli, AVSM  
VCNS and Vice President USI Council
- (b) Shri K A Nambiar  
Defence Secretary, MOD and Members USI Council
- (c) AVM RK Malhotra, AVSM, VM  
Dir Trg Air and Member USI Council
- (d) General OP Malhotra, PVSM(Retd)
- (e) Air Cmde Jasjit Singh, AVSM, Vrc, VM(Retd)
- (f) Admiral RH Tahiliani, PVSM, AVSM (Retd)

**Item II - To Confirm the Minutes of the Last Council Meeting**

**Held on 23 Nov 95**

5. The following corrections to Item VIII of the minutes pointed out by Lt Gen K Balaram were incorporated :-

- (a) In Para 17(a) add the following subject under a new sub-para (iii) "Impact of the Civil War in Sri Lanka"
- (b) Under Para 17(b) Shri JN Dixit to be the speaker for "Impact of the Civil War in Sri Lanka".

6. Lt Gen Balaram's Proposal to confirm the minutes as amended was seconded by Cmde Bajwa and passed by the Council.

**Item III - To Approve the Accommodation Rules**

7. After discussing the Accommodation Rules the Council did not approve the recommendations put up by the Executive Committee. It was decided that a fresh review of the Accommodation Rules should be carried out by a Sub-Committee to be appointed by the Executive Committee. The Council laid down the following guidelines to be followed by the Sub-Committee :-

- (a) The renting of hostel accommodation, residential accommodation, Auditorium, Seminar Rooms etc must be done so that the running of the Institution is economically viable.
- (b) The legal aspects of hiring out the accommodation, so that it can be easily vacated, and the tax aspects of income accruing from such hiring must be examined and necessary expert advice obtained from our auditors.
- (c) The category of persons, to whom accommodation should be leased, must be laid down after due consideration of their status and occupation to be compatible with the culture and prestige of the Institution.
- (d) Decide on the category of the Institution and organisations which should be permitted to use the facilities of the USI bearing in mind the objectives of the Institution.
- (e) While laying down rates for lease or rent due consideration must be given to the cost of periodical maintenance and renovation that will be required.

8. Recommendations of the Executive Committee will be circulated to all members of the Council and their approval obtained.

**Item IV - To Approve the Staff Organisation**

9. The Council decided that a fresh review of the Staff requirement should be carried out by the Executive Committee. It was decided, that, as a first step, a civilian consulting firm be asked to study the function of the USI and work out staff organisation and management methodology for efficient and cost-effective functioning. Their recommendations could then be examined by the USI Executive Committee. The Council directed that while considering this requirement, the possibilities of giving out, on service Contracts, such functions as catering, hostel management security arrangements, cleaning and gardening, should be examined. Recommendations of the Committee will be circulated to all Council members and their approval obtained.

**Item V - To Approve Revised Rates of Honorarium for Contribution to the USI Journal**

10. The following rates for honorarium were approved :-

- (a) Articles published in the Journal Between Rs.1,500/- to Rs.2,000/-
- (b) Review Articles Rs. 400/-
- (c) Book Reviews Rs. 200/-
- (d) Lecturers Upto Rs. 2,000/-.

11. After discussion, the Council decided that the present format of the USI Journal will be maintained.

**Item VI - To Select Winners of the 1995 Gold Medal Essay Competition**

12. The Council accepted the results given by the Senior DS of the NDC, who had been appointed to judge the entries to the Essay Competition and declared the following prize winners :-

**(a) Group 'A' - Open To All Officers**

(i) First Prize - Gold Medal, Cash award and entry accepted for publication in Journal

Col Kanwal Mago  
Military College of EME  
Secunderabad

( Motto : INTEGRATION -  
A KEY TO SYNERGY )

(ii) Second Prize - Cash award and entry accepted for publication in Journal

Col Ivan David  
Military College of  
E M E

( Motto : THE TERRIBLE )

**(b) Group 'B' - Officers Upto The Rank of Major and Equivalent Ranks with Not More Than Ten Years Service**

(i) First Prize - Gold Medal, cash award and entry accepted for publication in Journal

Maj Niranjana Kumar  
School of Arty  
Deolali

(Motto : ALL FAME IS  
DANGEROUS AND GOOD BRINGS  
ENVY)



(ii) Second Prize - Cash award  
and entry accepted for publication  
in Journal

Capt HS Kahlon  
CME Fune

(Motto : ONCE A SOLDIER  
ALWAYS A SOLDIER )

Item VII - Lt Gen K Balaram's Points

13. Lt Gen K Balaram had given notice at the last meeting of the Council that he would like to raise Item Nos V, VI, VII and X for reconsideration at the present Council meeting. The Council were of the view that decisions taken at one Council meeting should not be altered subsequently without very strong reasons. The amendments to previous Council decisions proposed by Lt Gen K Balaram were by consensus not accepted by the Council.

14. The Council also decided that the Director would be a full voting member of the Council and the Executive Committee.

Item VIII - To Appoint an Executive Committee for 1996

15. The following elected members resident in Delhi were elected to be members of the Executive Committee for the year 1996 :-

- (a) Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM (Retd)
- (b) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)
- (c) Shri J N Dixit, IFS (Retd)
- (d) Air Cmde Jasjit Singh, AVSM, Vrc, VM (Retd)
- (e) Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd)
- (f) Maj Gen DK Palit, Vrc (Retd)

Item IX - To Appoint a Finance Sub-Committee

16. In view of the expected quantum increase in the income/ expenditure of the USI the Council directed the Executive Committee to form a Finance Sub-Committee to scrutinize the BE for 1996-97. The Committee was authorised to coopt any experts in the field of finance they wished.

Item X - To Consider Appointment of a Library Advisory Sub-Committee

17. The Council were of the view that a Library Sub-Committee be formed, consisting of the Chairman of the Executive Committee the Director USI and any other member of the Executive Committee to advise on the purchase of new books for the Library.

Item XI - To Consider the Appointment of an Editorial Sub-Committee ✓

18. In view of the USI having distinguished members on its Council and Executive Committee, majority of the Members felt that there was no requirement for an additional Editorial Advisory Committee. In the light of the views expressed by members the proposal was withdrawn.

Item XII - Appointment of Director, USI

19. In view of the present Director wishing to be relieved, the Council decided to appoint a new Director. Vice Adm Subhash Chopra proposed that Lt Gen Satish Nambiar be appointed. Lt Gen Nambiar agreed to accept the appointment but stated that in view of certain commitments he had already taken on, he wished to assume the appointment only from the end of June 1996. The Council unanimously agreed to the appointment of Lt Gen Satish Nambiar as Director USI from 01 July 1996, and requested the present incumbent to stay on till then.

Item XIII- Any Other Points

20. General SP Rodrigues's Proposal on the Activities of the Research Centre. General Rodrigues felt that it was not sufficient for the Research Centre to work only on research projects. Along with this they should disseminate their views through discussions, workshops, seminars and article in newspapers and journals to educate and influence those persons who will be required to implement the recommendations of the research project. The Chairman stated that these views will be passed on to the President Board of Management of the Research Centre, Vice Adm SP Govil.

21. Vice Adm Subhash Chopra's Proposal for the USI to Install Copper Tablets to Commemorate the Services of War Dead in Operations After 1947. The Council did not agree to Vice Adm Chopra's suggestion of installing copper memorial tablets inscribed with the names of those Servicemen killed in various operations since 1947. They felt that such memorial tablets should more appropriately be installed in a suitably located War Memorial. It was decided that the ex-Chiefs on the USI Council should, on behalf of the USI, put up a memorandum to the Prime Minister to expedite the proposal of the Services HQs to have such copper tablets installed in a suitable place in the war Memorial at the India Gate.

22. Director's Points.

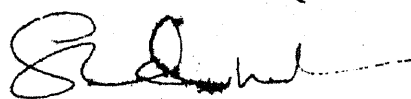
(a) Demise of Maj Robert Hamond. The Director stated that he had received a letter from Lt Col Patric Emerson Secretary of the Indian Army Association in the UK that Maj Robert Hamond, who had been awarded the MacGregor Medal in 1939 and had authored the book on the MacGregor Medal and its history had passed away on 11 Feb 96. The members expressed their deep regret and sorrow at his passing away. They recorded their appreciation of the good work done by Maj Hamond for the USI in recording the history of the MacGregor Medal. The Council adopted a condolence resolution which the members wished to be conveyed to the family of the deceased.

(b) Schedule of Handing Over of the New USI Building by the AWHO. The Director informed the Council that the AWHO had stated that the new building would be handed over in stages to the USI from 25 Apr to 07 May 96. The Council agreed to the Director's proposal to form a suitable board to take over the buildings. They directed that the E-in-C should be approached to help out the USI by providing suitable

technically qualified officers to form part of the Board. They also accepted the Director's proposal to the closing of the USI Library as required to facilitate the move of the Institution to its new premises.

23. General SF Rodrigues' Proposal for Transferring the Surplus Books of the MOD Library to the USI. It was decided that members of the Council would approach the Ministry of Defence at the appropriate level to get the surplus books, at present stored in the South Block basement, given to the USI after it moves to its new location.

24. There being no further points the meeting was closed with a vote of thanks for the Chairman proposed by Lt Gen K Balaram and seconded by Lt Gen ZC Bakshi being adopted by the Council.



( S C Sinha )  
Maj Gen(Retd)  
Secretary

No.1078/USI/Coun-Meet/96

Dated : 08 April 1996.



Appendix A  
(Refers to USI Council  
Meeting Minutes of  
29 Feb 96 )

--: 7 :-

PRESIDENT'S ADDRESS

It gives me great pleasure in welcoming you all to this morning's Council Meeting. I am very happy that you have been able to spare some of your valuable time to come and attend this meeting and I feel greatly honoured to be presiding over such a high powered body.

As you know, the last USI Council met just over three months back. The then President of the Council, Vice Admiral SK Chand, gave a very detailed and a lucid report to the Council of the activities of the USI for the year 1995. A copy of this report was sent to all of you and I am sure you have gone through it. I will not therefore burden you with any more details on this aspect.

At the last Council meeting some decisions were taken to which, as you will see from the Agenda, one of our eminent members had disagreed. He wishes us to reconsider the decisions taken. I will leave it for you to judge whether there is any need to reconsider the decisions that were so recently taken by a majority at the last Council meeting.

You have all visited the new USI Building and seen the good work done by the AWHO. The work, as you saw, is now nearing completion and I am happy to inform you that the USI will be able to start moving into its new permanent home from next month. To help the USI to set up and function efficiently at its new location decisions on certain urgent matters have to be taken. These matters have been placed on the Agenda for this morning and I am sure we will be able to decide on them at this meeting. So without any further delay we will take up the points on our Agenda this morning.

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UNITED SERVICE INSTITUTION OF INDIA  
MINUTES OF THE COUNCIL MEETING HELD ON  
13 DEC 1994 AT THE USI SEMINAR ROOM 2

1. The following were present :-

- |   |                     |
|---|---------------------|
| (a) Air Mshl TRJ Osman, AVSM<br>VCOAS and President USI Council                     | Chairman            |
| (b) Maj Gen RPRC Naidu, AVSM, VSM<br>Offg DGMT and Chairman USI Executive Committee | Member              |
| (c) AVM RK Malhotra, AVSM, VM<br>Dir Trg (Air)                                      | "                   |
| (d) Cmde AS Bajwa<br>D N T  | "                   |
| (e) Lt Gen KP Candeth, PVSM (Retd)  | "                   |
| (f) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)                                       | "                   |
| (g) Brig N B Grant, AVSM (Retd)   | "                   |
| (h) Maj Gen DK Palit, Vrc (Retd)  | "                   |
| (j) Air Mshl PM Ramachandran, PVSM, AVSM, SC, VM (Retd)                             | "                   |
| (k) General SF Rodrigues, PVSM, VSM (Retd)  | "                   |
| (l) General VN Sharma, PVSM, AVSM (Retd)  | "                   |
| (m) Admiral RH Tahiliani, PVSM, AVSM (Retd)   | "                   |
| (n) Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd)<br>Director                       | Member<br>Secretary |

2. The following special invitees attended the proceedings upto Item VIII :-

- (a) AVM E Peter, Rep Luthra & Luthra (CA)
- (b) Col (Dr) Jagmohan, Legal Adviser

Item I - To Receive Apologies for Absence

3. Apologies for absence were received from the following members :-

- (a) Lt Gen VP Malik, PVSM, AVSM, ADC  
VCOAS and Vice President USI Council
- (b) Vice Adm Sushil Kumar, UYSM, AVSM, NM  
VCNS and Vice President USI Council
- (c) Lt Gen ZC Bakshi, PVSM, MVC, Vrc, VSM (Retd)
- (d) Lt Gen K Balaram, PVSM (Retd)
- (e) Shri JN Dixit, IFS (Retd)
- (f) Air Cmde Jasjit Singh, AVSM, Vrc, VM (Retd)
- (g) General DP Malhotra, PVSM (Retd)

*[Handwritten Signature]*

Item II - To Receive the President's Report

4. The President presented the Annual Report of the USI Council for the year 1996. The report is placed at Appendix 'A' attached.

Item III - To Confirm the Minutes of the Last Council Meeting Held on 29 Feb 96

5. The progress on the various points discussed at the last Council Meeting held on 29 Feb 96 was reviewed. The only point on which the action was pending was on Item XIII Para 21, pertaining to Vice Adm SC Chopra's proposal for the installation of Copper Tablets to commemorate the services of War Dead in Operations since 1947, on which subject it had been intended that the ex-Chiefs on the USI Council should put up a memorandum to the Prime Minister to expedite the proposals of the Service Headquarters in this regard. The point was discussed at some length wherein the rationale behind the Service Headquarters' proposals and present status were brought out. The general consensus that emerged after some discussion was that whereas members of the USI Council would in their individual, and where feasible, collective capacities, do whatever was feasible to reinforce or endorse the Service Headquarters' proposal in regard to an appropriate Memorial for the Indian Armed Forces War Dead in World War II and in the post-independence period, in so far as the USI was concerned, the effort should be to obtain details from the respective Service Headquarters of the Indian Armed Forces War Dead in the post-independence period, and compile these in the form of a War Memorial book to be placed at an appropriate location within the Colonel Pyara Lal Memorial Library. The representatives of Service Headquarters were requested to assist the USI in obtaining the requisite details.

6. The Minutes of the last Council Meeting were then proposed to be confirmed by Admiral RH Tahiliani, and seconded by General SF Rodrigues.

Item IV - To Approve the Amendments to the Rules and Bye Laws of the USI ✓

7. The amendments to the Rules and Bye Laws of the United Service Institution of India, as circulated to the members by the Director were then considered. The Director apprised the Council Members of Lt Gen K Balaram's comment in this regard submitted to the President in writing on 12 Dec 96 to the effect that the Council does not have powers to amend Rules and Bye Laws. The Director apprised the Council Members that he had discussed this matter with Lt Gen K Balaram on 12 Dec 96 and brought to his notice the contents of the copy of the Rules and Bye Laws of 1938 which indicates in Para 8 that an existing rule could be modified or rescinded or a new rule introduced, with a 2/3rd majority of the members present being in favour of that course. In fact the Rules and Bye Laws had accordingly been periodically amended over the years.

*[Signature]*



8. The amendments to the Rules and Bye Laws were then unanimously approved with some minor modifications. These are attached at Appendix 'B'. X ✓

9. It was also unanimously decided that a new booklet incorporating the Rules and Bye Laws as amended could be prepared wherein the powers of the Council be unambiguously worded. ✓

Item V - To Approve the Accommodation Rules ✓

10. The Accommodation Rules as circulated to the members by the Director were considered, and unanimously approved with certain amendments and modifications. The accommodation rules as unanimously approved by the Council, are attached at Appendix 'C'. X ✓

Item VI - To Approve the Fees for Corporate and Associate Membership, and Fix Limit on Numbers if Necessary ✓

11. The recommendations of the Executive Committee in regard to the fees to be levied for Corporate and Associate Membership were unanimously approved as under :-

	<u>Entrance</u>	<u>Annual</u>	
(a) Corporate Members	Rs.1,00,000	Rs.8,000/-	1st Member
		Rs.7,000/-	2nd Member
		Rs.5,000/-	3rd Member
			onwards
(b) Associate Members	Rs. 3,000	Rs. 500/-	

12. The Council also unanimously approved the recommendations that the number of Associate Members be increased to 100.

Item VII - To Consider the Accounts and Audit Report for 95-96

13. The Balance Sheet and Income/Expenditure statement together with the various schedules, the Audit Report and the Director's replies on the audit points were considered by the Council and certain clarifications sought and given. The same were then unanimously endorsed, and the accounts and audit report for 95-96 were passed by the Council.

Item VIII - To Approve the Revised Estimates for 1996-97 and Budget Estimates for 1997-98

14. In regard to the Revised Estimates for 1996-97 and Budget Estimates 1997-98, the Director apprised the Council of Lt Gen K

*[Signature]*

Balaram's observations that the Council should not approve a deficit budget. It was clarified by the Director that the deficit was only notional to the extent that an expenditure amount of Rs.18 lakhs has been credited to the depreciation reserve account, and there is also the possibility of grant-in-aid from the Service Headquarters exceeding the amount of Rs.8 lakhs forecasted; these would more than adequately cover the figure of excess of expenditure over income forecast in the estimates for 1997-98 as Rs.8,07,000/-. Lt Gen KP Candeth however, questioned, the need to resort to deficit estimate in any case. The Director and some other Council members, however, clarified that unless expenditure was approved by the Council at this annual meeting, the Executive Committee would find it necessary to revert to the Council for incurring of capital expenditure on essential items. After some discussion, the Revised Estimates for 1996-97 and Budget Estimates for 1997-98 were approved by the Council on the understanding that in any case, actual expenditure should not exceed income. Approved RE/BE are attached at Appendix 'D'.

Item IX - To Appoint the Auditors and Fix Remuneration

15. The Council unanimously approved the continued retention of M/s Luthra & Luthra at the present remuneration based on 0.9 percent of pay and allowances of all staff.

Item X - To Approve Amendments to Accounts SOP

16. The Council unanimously approved the amendments to the Accounts SOP as given at Appendix 'E'.

Item XI - To Approve the Staff Organisation

17. The Council considered the proposed staff organisation in some detail and unanimously approved the Staff organisation as given at Appendix 'F' attached, subject to the following conditions :-

(a) The requirement of an Editorial Assistant would be reviewed by the Executive Committee at subsequent meetings before deciding whether such a post in fact needs to be filled at this point in time.

(b) The Assistant Librarian if considered essential by the Executive Committee, should be a person with knowledge of operating computers, in addition to his/her qualifications as an Assistant Librarian.

18. The Council also unanimously approved regularising the appointment of three Library Trainees, and those of the present casual employees such as the Library attendants, book repairer and the peons.

*[Handwritten signature]*

Item XII - To Select Subjects and Speakers/Writers for Various Events During 1997

19. After some detailed discussion on the various suggestions received, the Council approved the following subjects, speakers/writers for the various events during 1997 :-

(a) National Security Lecture 1997. "The Genesis of the Insurgency in Jammu & Kashmir, and Further Prospects" - by General KV Krishna Rao. The members of the Council suggested that General KV Krishna Rao be asked whether he would also like to include the insurgency situation in the North-East in his lecture, in which case the same could be scheduled over a period of two successive evenings.

(b) National Security Seminar 1997. "The Challenges to India's Foreign and Defence Policies in the Transformed International Power Equation", to include nuclear weapons, Comprehensive Test Ban Treaty, Fissile Material Cutt Off Treaty and Missile Technology Control Regime.

(c) National Security Paper. "Future Conflict - Clash of Civilisations - Validity of the Huntingdon Thesis, and Security Challenges of this Paradigm for India"; Shri Arun Singh, former Minister of State for Defence or Shri JN Dixit could be requested to write this paper.

(d) Gold Medal Essay Competition 1997.

(i) Group 'A'. Open to All Officers -

"National Perspective on Information Warfare"

(ii) Group 'B'. Open to Officers Up to the Rank of Major or Equivalent Ranks in the Navy and Air Force with Not More Than Ten Years Service -

"India's China Policy - Perspective 2020"

(e) Col Pyara Lal Memorial Lecture. After some discussion, it was decided that Lt Gen EA Vas, PVSM(Retd) be requested to deliver this lecture on "The Prospects for the North-East in Context of the Continuing Insurgencies" Or "Internal Security Situation in India". Brig NB Grant was requested to approach Lt Gen EA Vas in this regard to obtain his concurrence, as also to indicate any modifications to the subject as proposed.

*Chandil*



Item XIII- To Approve and Declare the Results of the Gold Medal Essay Competition 1996

20. The results of the evaluation of the Gold Medal Essay Competition 1996 were opened by the President in the presence of all the Council Members. The results are as under :-

(a) Group 'A' - Open to All Officers

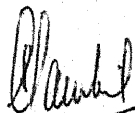
- |   |  |
|---|--|
| (i) <u>First Prize.</u> Gold Medal<br>Cash award and entry accepted<br>for publication in Journal | -Cdr AN Sonsale<br>DDS (Engg)<br>Naval HQ<br>New Delhi                                 |
| (ii) <u>Second Prize.</u> Cash award<br>and entry accepted for publication                        | -Col RK Bhonsle<br>Higher Command Course<br>(Ser 25)<br>College of Combat,<br>MHOW(MP) |

(b) Group 'B' - Officers Upto the Rank of Major and Equivalent Ranks with Not More Than Ten Years Service

- |  |  |
|--|--|
| (i) <u>First Prize.</u> Gold Medal,<br>cash award and entry accepted for<br>publication in Journal | -Sqn Ldr<br>Anu Rana Saluja<br>24 Sqn AF<br>C/O 56 APD |
| (ii) <u>Second Prize.</u> Cash award,<br>and entry accepted for publication<br>in Journal          | -Lt Ashish Khurana<br>326 Lt AD Regt(Comp)             |

Item XIV- To Consider the Escalated Cost of the New Building

21. The Director apprised the Council members of the latest position in connection with the escalation in costs of construction of the new building. The present status was that the Service Headquarters have asked the USI to put up a fresh case for consideration for allotment of funds by the Board of Control for Canteen Services, and that the Army Welfare Housing Organisation has been instructed not to press for payment in the current financial year. The Director and the Executive Committee are to pursue action in this regard.



Item XV - To Consider the Proposal for Establishing the Armed Forces Historical Society Located at the USI

22. The paper on the proposal for Establishment of the Armed Forces Historical Society was discussed at some length and it was decided that the proposal would be reframed by the Service Headquarters on the following basis, among other aspects :-

- (a) The Historical Research 'Centre' must form part of the USI of India.
- (b) A Board of Management should be constituted by the USI Council as was done in the case of the USI Centre for Research.
- (c) Staff required for the Historical Research Centre should be additional and form part of the USI organisation.

Item XVI- Scope for Setting Up USI Activities in Selected Stations Other Than Delhi

23. The Council considered the aspect of conducting USI activities in selected stations other than Delhi. In this regard, Brig NB Grant also brought to the notice of the members a provision in the Rules and Bye Laws of 1938 that the proceedings of the Institution shall embrace "the delivery of lectures at any station in India". Whereas the proposal was accepted in principle by the members of the Council, extension of the activities by the USI to other selected stations could only be undertaken once the financial status of the Institution improves in order to be able to sustain such activities. However, the Council directed that the Executive Committee would examine the feasibility of making a beginning in this regard by conducting the proposed Col Pyara Lal Memorial Lecture 1997 in Pune, in case Lt Gen Vas agrees to deliver this lecture.

Item XVII- To Nominate Elected Members to the Executive Committee for 1997

24. The following elected members resident in Delhi were nominated to be members of the Executive Committee for the year 1997 :-

- (i) Lt Gen ZC Bakshi, PVSM, MVC, VrC, VSM (Retd)
- (ii) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)
- (iii) Shri JN Dixit, IFS (Retd)
- (iv) Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)
- (v) Maj Gen DK Palit, VrC (Retd)

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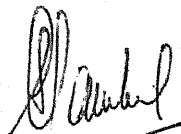
Item XVIII- Any Other Points

25. The Chairman Executive Committee apprised the Council members of the selection of candidates for the post of Dy Dir and Editor and Dy Dir (Adm), both of which fall vacant on 31 Dec 1996 when Air Cmde NB Singh and Brig GL Sachdeva respectively, complete their period of appointment.

26. The Chairman Executive Committee also apprised the members that Shri DS Sachdeva the present Librarian completes his extended term on 28 Feb 97 and as such the Selection Committee had also called for applications for this post. The Committee considered that one of the applicants Shri Arjun Khanna was eminently suited for the post in view of his qualifications and experience. It was the view of the Selection Committee that he should be employed on a contractual basis at Rs.60,000/- per annum. This recommendation was unanimously approved by the Council.

27. The Council also unanimously approved the extension of Brig YP Dev upto 31 Dec 98 as Chief Instructor.

28. The Director apprised the Council members of the offer made by Creditcapital Venture Fund(India) Ltd for lease of the Bank Space on the USI premises at a monthly rental of Rs.30/- per sq ft with a 5% annual escalation clause. He also informed the members that efforts are being made to secure a better rate from the firm or at least an increased escalation factor. The Council endorsed the Director's recommendations and directed that a proper agreement be drawn up duly endorsed by the Legal Adviser.



(Satish Nambiar)  
Lt Gen (Retd)  
Member Secretary

No.1078/USI/Council/96

Dated : 03 January 1997



-:9:-

UNITED SERVICE INSTITUTION OF INDIA

COUNCIL MEETING ON 13 DEC 96

PRESIDENT'S REPORT FOR 96

Gentlemen, it gives me great pleasure to welcome you to this year's Council Meeting, more so as we are meeting for the first time in our own premises. I am sure that our out-station members are finding their stay in USI accommodation comfortable and pleasant.

New Building Project

The most important activity of the year has been the move of the USI from Kashmir House to the present premises. We started functioning at the new location on 17 Jun 96, having closed at Kashmir House on the previous working day after a stay of 43 years there. I am happy to report that the move was carried out smoothly, and there were no damages or losses. The building was inaugurated by the Chief of the Naval Staff and Chairman COSC on 20 Sep 96 in the presence of the COAS and the CAS.

As you would notice from the budget estimates, the new building is going to cost quite a package to run and maintain. We have gone into contracts for providing security, housekeeping, gardening, electricity/AC operation and hostel and restaurant management. Consequently, there has been a very small increase in our own staff. If the occupancy of the hostel/apartments reaches two-thirds on the average, we will be able to run the institution viably, in the sense that we will not have to dip

into our corpus.

The cost of the building was assessed as Rs. 5.34 Crores in the last financial review of Aug 95. The USI had catered to meet this in full, and other essential expenditure approved in equipping and furnishing the building. However, in Aug 96 we received a letter from AWHO informing us of an escalation of Rs. 65 Lakhs, taking the cost to Rs. 5.98 crores. The USI has approached the Chiefs of Staff Committee to arrange funds from the Service Headquarters to meet the shortfall of Rs. 65 Lakhs. Details are given in the Agenda.

#### Finances

The audited balance sheet for 95-96, along with audit report, the Revised Estimates for 96-97, and Budget Estimates for 97-98, are already with you as part of the Agenda papers. The Chartered Accountant has been invited to clarify any points that you may have. The finances continue to be healthy and growing. Salient figures for the last three years are as under:-

	<u>Income</u>	<u>Expenditure</u>	<u>Surplus</u>
(a) 93-94	Rs. 23,20,525.22	Rs. 10,52,367.27	Rs. 12,58,157.95
(b) 94-95	Rs. 30,13,582.65	Rs. 11,61,219.86	Rs. 18,52,362.79
(c) 95-96	Rs. 29,61,670.73	Rs. 14,50,071.07	Rs. 15,11,599.66

The above income figures exclude the amount from interest transferred to various funds, as under:-

(a) 93-94	Rs. 11,72,634.05
(b) 94-95	Rs. 13,16,588.00
(c) 95-96	Rs. 14,78,259.00

### Membership

Membership state as on 15 Nov 96 was as under:-

(a) Life Members	- 3742
(b) Ordinary Members	- 1157
(c) Associate Members	- 17
(d) Subscriber Members	- 815

### USI Journal

The circulation of the Journal has gone up from 6000 last year to 6600 this year (quarter ending Sep 96). The cost had been increased from Rs. 30 per copy to Rs. 45 per copy from issue of quarter ending Mar 96. Advertising response has also improved. During 95-96 we received Rs. 24,250/= on this account as compared to Rs. 11,500/= in the previous year. Large number of books continue to be received free for book review; till 15 Nov 96 we had received over 150 books worth Rs. 1.55 Lakhs, mostly foreign books. In addition, nearly 500 books, new and old, were presented to the Library.

### Correspondence Courses

Total number of students in 95-96 was 2350 as compared to 1797 in 94-95. This has given us more net income from the courses. The results of all courses continued to be satisfactory, and better as compared to those who did not subscribe to our courses. In the DSSC (Army) 1996 entrance examination results, USI students got 13 competitive vacancies out of 21 and 67% vacancies in the nominated category.



### Gold Medal Essay Competition

The response this year has been more than four times better as compared to last year, with 41 entries in Group A and 27 in Group B being received.

### Seminars and Lectures

The annual seminar on the subject of 'Impact of Decreased Defence Spending on the Indian Armed Forces' was held on 28-29 Nov 96 and has gone off well. During 97 an additional seminar is being held jointly with RUSI on 23-24 Jan 97 on 'Security concerns in Asia in the 21st Century, Global Disarmament, and the Indian Ocean Rim'. Lectures and group discussions continued to be held regularly as in previous years. Some of the important ones out of a total of 14 during the year were as under:-

- (a) 23 Jan 96 - By Lt Gen Ervine J Rokke, President National Defence University, Washington on 'National Security in the Information Age'.
- (b) 09 Feb 96 - By Sir Nicholas Fenn, British High Commissioner on 'India - UK Relations'.
- (c) 22 Mar 96 - By General John Lorber, C-in-C US Pacific Air Forces on 'Modern Warfare in the Information Age'.
- (d) 27 Nov 96 - By HE Thomas Simons Jr, US Ambassador to Pakistan on 'Regional Stability in South Asia - An American view'.
- (e) 12 Dec 96 - By Dr APJ Abdul Kalam, Scientific Advisor to Raksha Manti on 'Combating the Technology Control Regime'.

With our own auditorium and seminar rooms we now have more flexibility to organise our events more conveniently. Our facilities have been much appreciated by others also; till end Nov we have earned Rs. 38,000/= from these facilities. We need to further upgrade these facilities by having computerised projection and LCD panel display. However, this is awaiting funds sought from the Service HQ.

#### USI Centre for Research

The Board of Management of the USI Centre for Research has awarded the following research fellowships:-

- (a) Field Marshal KM Cariappa Fellowship to Lt Gen VK Nayyar; subject - Emerging low intensity conflicts scenario in India; with effect from 01 Dec 96.
- (b) Admiral RD Katari Fellowship to Vice Adm RB Suri; subject - Shape and size of the Indian Navy in the early 21st Century; with effect from 01 Mar 96.
- (c) Air Marshal S Mukherjee Fellowship to Air Marshal Vir Narain; subject - Sustainable defence : harmonising long and short term goals; with effect from 01 Jul 96.

The research projects are to be completed in one year. Research Fellows are being paid Rs. 6,000/= per month and a contingency grant of Rs. 6000/=. A Research Assistant (PhD) has been employed as a part of the USI staff. The Naval Headquarter has detailed an officer on full time basis to assist in the research project undertaken by Vice Adm. RB Suri.

Before I close, I would like to place on record our deep appreciation of the services rendered by Maj Gen SC Sinha as Director USI for nine years.

We have a long Agenda to discuss and so on to it.



Appendix B  
(Refers to Para 8 of  
Minutes of USI Council  
Meeting Held on 13 Dec 96

SUGGESTED AMENDMENTS IN USI RULES AND BYE LAWS

Chapter I

I. Para I of the Rule should read as under :-

"Designation"

1. The Institution established by the Armed Forces of the Union, as a non-public fund, for the welfare of the past and present members of such forces, or their dependents, shall be called "The United Service Institution of India". It shall be located in Delhi.

II. Para 2 of the Rules should read as under :-

"The objects of the aforesaid Institution shall be as follows :-

(i) Furtherance of interest and knowledge in the art, science and literature of national security, defence strategy and international relations in general, and the Armed Forces in particular.

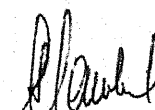
(ii) The maintenance of a reference and lending library, containing works on national security, defence strategy and other related subjects of professional interest to the Armed Forces, and a reading room with a wide range of periodicals.

(iii) The publication of a Journal, and papers on topics mentioned above.

(iv) Undertake research projects on aspects of national security, defence strategy and other related matters of interest to the Armed Forces in the USI Centre for Research, through the Board of Management of the USI Centre for Research.

(v) To organise lectures, discussions, seminars, conferences and courses of instructions, including correspondence courses relating to the Armed Forces and national security.

(vi) To maintain close contact and exchange visits with other bodies, both national and international, pursuing similar or allied aims.



(vii) Organise and maintain, as far as possible, limited residential accommodation with messing facilities, cultural and educational amenities, for the members of the Institution participating in the activities of the Institution, and other bodies with cognate objectives, as well as non-members specially invited to participate in the activities of the Institution.

(viii) To accept gifts, donations and subscriptions of cash and securities and of any property either movable or immovable.

(ix) To invest and deal with funds and moneys of the Institution and to vary, alter or to transpose such investments from time to time.

(x) To sell, mortgage, lease, exchange and otherwise transfer or dispose of, or deal with, all or any property, movable or immovable, of the Institution for the furtherance of the objects of the Institution.

(xi) To construct, maintain, alter, improve or develop any buildings or works necessary or convenient, for the purposes of the Institution.

#### Chapter-II

III. Para 5 and 6 of the Rules should read as under:-

##### "Honorary Members"

5. Persons of eminence and international repute, interested in national security and matters related to defence of the country, may be invited by the Council to become honorary members of the Institution for a period of three years at a time, if proposed and seconded by at least two members of the Institution in writing, and duly approved by the Council. Such members will be entitled to all the privileges of the Institution (without payment), but will not have voting rights.

##### "Corporate Members"

6. Representative members nominated by name, and accepted by the USI, may be admitted from any organisation, firm or diplomatic mission based in India, making a corporate subscription on terms and conditions laid down by the Council from time to time. Representative members shall have the same rights and privileges, as ordinary members, but not have voting rights.

*Handwritten signature*

Para 7(a) of the Rules is renumbered as 8 and should read as under:-

"Associate Members"

8. Vice Chancellors and Head of Departments of Defence Studies of universities, military correspondents of Indian newspapers and news agencies, and other distinguished persons associated with the field of national security and related fields, officers of public sector units, academicians, research fellows and media persons, may be enrolled as associate members at rates of subscriptions approved by the Council from time to time. They shall have the same rights and privileges as ordinary members, but shall not have voting rights.

Para 9 may be added as follows:-

"Temporary Members"

9. Temporary membership may be granted for a period of upto fifteen days, by the Director, USI, as per the guidelines laid down by the Executive Committee in this behalf.

Existing Para 8 onwards may be renumbered as Para 10 and onwards upto 14.

A handwritten signature in dark ink, appearing to be 'A. K. Singh', is written over a horizontal line.



-18:-  
ACCOMMODATION RULES

GENERAL

Appendix C  
(Refers to Para 10 of  
Minutes of USI Council  
Meeting held on 13 Dec 96)

1. These rules pertain to hiring out and allotment of accommodation and facilities in the new building complex of the USI. These may be reviewed if necessary after functioning at the new location for some time. Tariffs will be reviewed and revised from time to time.

2. Director USI will be responsible to implement these rules and be vested with powers to do so. He shall frame detailed Standing Orders as needed to implement these and lay down the required procedures and duties.

INSTITUTIONAL ACCOMMODATION

Eligibility

3. Auditorium and Seminar Rooms may be hired out when not required for A USI use. Eligibility will be in the following priority :-

- (a) Armed Forces organisations.
- (b) Academic institutions.
- (c) Others, including eminent private organisations.

4. These will not be hired out for any political or religious programmes and weddings.

Rates Per Day

	<u>Auditorium</u>	<u>Seminar</u>	<u>Seminar</u>
		<u>Room</u>	<u>Room</u>
		<u>(Large)</u>	<u>(Small)</u>
5. (a) Armed Forces	Rs. 3,750/-	Rs. 1,500/-	Rs. 750/-
(b) Others	Rs. 5,000/-	Rs. 2,000/-	Rs. 1000/-
(c) Refundable Security Deposit	Rs. 2,000/-	Rs. 1,000/-	Rs. 500/-

6. Use of equipment permanently installed is included in the charges. USI equipment will be operated by USI Staff only.

Timings

7. Not exceeding any 8 hours period commencing after 1000 h and finishing latest by 2100 h. This includes time for any rehearsals, setting up and closing.

Bookings and Cancellation

8. Firm bookings will be made on availability, after full payment including security money is received. Postponements shall be treated as cancellations.

Refunds

9. Refunds will be given on cancellation as under :-

- (a) 21 days or more in advance -100%
- (b) 10 to 20 days in advance - 75%
- (c) Less than 10 days in advance -Nil

Conditions

10. [a] If Video/films screening is part of a programme, the hirer will have to produce in advance a censorship certificate or temporary licence as the case may be.
- [b] For entertainment programmes a performance licence from the Delhi Police would have to be produced in advance.
- [c] If admission is by tickets, exemption certificate from the Delhi Administration would have to be produced in advance.
- [d] Decorations and posters will not be allowed. Only a banner inside the hall and one at the gate will be permitted.
- [e] If any additional audio-visual equipment is required to be brought in, advance permission of the USI will have to be obtained.
- [f] Any damage to the building, furniture, equipment and fittings by the hirers or participants will be made good in cash at full repair/replacement cost as decided by the USI.

HOSTEL ACCOMMODATION

Eligibility

11. Hostel rooms may be allotted to the following :-
- (a) USI Research Fellows and others doing short duration research at the USI.
  - (b) USI Members.
  - (c) Any other individuals, including those referred by government departments, public sector undertakings and academic institutions provided they are accepted as Temporary Members.
12. These will not be let out for any activities mentioned in para 4 above.
13. Dependents will be allowed to use the facility only if accompanied by the eligible person, who shall book the room himself.

Duration

14. (a) Research Fellows of USI not residents of NCR - Upto period of research not exceeding one year.
- (b) USI Members - 10 days, extendable by a maximum of another 10 days.
- (c) Others - 7 days, extendable by a maximum of another 7 days.

*Alam*

Rates Per Day

	<u>Single Room</u>	<u>Double Room</u>
15. (a) Life and Ordinary Members	Rs. 400/-	Rs. 600/-
(b) Associate Members	Rs. 500/-	Rs. 750/-
(c) Corporate Members	Rs. 600/-	Rs. 900/-
(d) Temporary Members	Rs. 800/-	Rs. 1200/-
(e) Foreigners	\$ US\$ 35	\$ US\$ 60
+ 10% Service Charge from all.	Temporary membership fees of	
Less LM/OM--	Rs. 200/- will be charged in addition.	

16. Above charges are for lodging only and do not include any room service charges. AC charges will be Rs. 50/- per day addl. Telephone charges will be billed separately as applicable. Bills will be settled on presentation or before departure in any case.

17. Check in/out time will be 1200 h.

Bookings and Cancellations

18. Firm bookings will be done for short duration categories against full payment in advance for the total duration of stay. In case of USI Research Fellows one month's advance will be charged after the room has been allotted. For subsequent months one month's rent will be paid in advance by 7th of the month. Change of dates will be treated as cancellation.

Refunds

19. Refunds will be given as under :-

(a) 10 days in advance	-100%
(b) 2 to 9 days in advance	- 90%
(c) 1 day in advance or 'no show '	-Nil for 1 day and 90% for balance days booked.

Conditions/Restrictions

20. (a) Status of room occupants shall be that of a licensee for accommodation only.
- (b) Residents will observe all rules and regulations in force from time to time, which may be obtained from the Hostel Supervisor.
- (c) Cooking will not be permitted in the hostel.
- (d) All residents will be charged, at prevailing rates for breakfast, whether taken or not.
- (e) No electric or other fittings or alterations shall be permitted.
- (f) Outside catering will not be permitted.
- (g) More than 1 or 2 persons will not be allowed to stay in single and double rooms respectively, except one child below five years of age.
- (h) Hiring a room for entertaining guests or for gambling (including playing cards) will not be permitted.

*Plumb*



(j) Rooms will not be used for commercial, business, and entertainment purposes and no unlawful activity will be carried out.

(k) Rooms will not be allowed to be given by authorised residents to any other person, nor will these be sublet.

(l) Only original key will be handed over to the authorised occupant. Duplicate key will be retained by the Hostel Supervisor. Loss of key will be charged at the rate of Rs. 100/-.

(m) Right to Take Possession. If at any time it appears that any occupant by reason of continued absence or reserves the right to take possession thereof by opening it. The Director will be the sole judge to decide whether circumstances to take such action exist.  $\wedge$  otherwise has abandoned any room, the USI  $\wedge$

(n) Vacation. An occupant will be required to vacate his room if he is indebted to the Institute on any account payment for which has been demanded but not made, or if he has overstayed beyond permitted period or if any rule has been infringed. The Director's decision in this regard shall be final.

(o) All visitors shall be required to leave the premises by 2330 h.

(p) Replacement/repair cost of all deficiencies and breakages/damages will be made good in cash in full.

#### SERVICE APARTMENTS

##### Eligibility

21. (a) USI Members.

(b) Any other individuals including those referred by government departments, public sector undertakings and academic institutions provided they have been accepted as Temporary Members.

22. Dependents will be allowed to use the facility only if accompanied by the eligible person, who shall book the room himself.

##### Duration

23. (a) USI Members - 10 days, extendable by a maximum of another 10 days.

(b) Others - 7 days, extendable by a maximum of another 7 days.

##### Rates Per Day

24. (a) Life and Ordinary Members	-Rs. 1,500/-
(b) Associate Members	-Rs. 1,875/-
(c) Corporate Members	-Rs. 2,250/-
(d) Temporary Members	-Rs. 3,000/-
(e) Foreigners	- \$ (US) 150

+ 10% Service Charges from all.  
Less LM/OM

Temporary membership fees of Rs.200/- will be in addition.

*Alam*

25. Above charges are for lodging only and do not include any room service charges. AC charges will be Rs.50/- per day per AC addl. Telephone charges will be billed separately as applicable. Bills will be settled on presentation or before departure in any case.

#### Bookings and Cancellations

26. Bookings will be made on payment of full amount in advance for full period of stay. Change of dates will be treated as cancellation.

#### Refunds

27. Refunds will be given on cancellation as under :-

- |                                    |  |
|------------------------------------|--|
| (a) 10 days in advance             | -100%  |
| (b) 3 to 9 days in advance         | - 90%  |
| (c) 2 days in advance or 'no show' | -Nil for 2 days and<br>90% for balance days. |

#### Conditions

28. Same as in Para 20 above except Sub Para (c).

#### SUPERVISORY STAFF ACCOMMODATION

29. One quarter will be allotted by the Director to the Caretaker who is required to stay on the campus. Two quarters will be kept reserved initially and allotted by the Director later as need be. Proper licence agreement will be entered into, including vacation clause. 10% of Basic Pay shall be deducted as licence fee. Electricity will be paid for separately by the occupant.

#### SUBORDINATE STAFF ACCOMMODATION

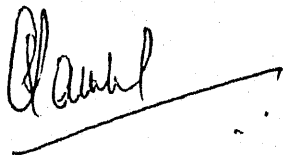
30. Eight quarters under the ramp will be allotted by the Director to staff who are required to stay on the campus.

31. The quarters will be kept reserved initially and allotted by the Director later as need be.

32. Proper licence agreement will be entered into, including vacation clause. 10% of basic pay shall be deducted as licence fee. Electricity will be paid for separately by the occupant.

#### BANK ACCOMMODATION

33. This will be allotted to highest bidder from amongst



Indian scheduled banks after open advertisement and keeping reserved fee in view. If no bank is interested, hiring out to other public/private sector undertakings may be considered.

M I S C

34. Any variations that may be required to be made to the above rules, will be referred by the Director to the Executive Committee, including revision of rates. All policy matters will be referred to the Council.

*Alamb*

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RE 96-97 and BE 97-98

Appendix D  
(Refers to Para 14 of  
Minutes of USI Council  
Meeting held on 13 Dec 96.

INCOME

Ser No.	Particulars	01.04.95 to 31.03.96		01.04.96 to 31.03.97		01.04.97 to 31.03.98	
		Budgeted RE	Actual Audited	Budgeted	Revised Estimates	Forecast	
1.	Entrance Fee	1,70,000.00	1,86,900.00	2,50,000.00	2,50,000.00	8,25,000.00	
2.	Membership Fee	1,90,000.00	1,47,970.00	2,80,000.00	3,00,000.00	6,70,000.00	
3.	Subscription to Journals	1,00,000.00	59,513.00	1,50,000.00	1,50,000.00	1,65,000.00	
4.	Sale of Journals	10,000.00	10,211.00	15,000.00	15,000.00	16,500.00	
5.	Sale of Publications	10,000.00	17,829.00	10,000.00	15,000.00	16,500.00	
6.	Grant & Aid	4,00,000.00	4,63,420.00	3,00,000.00	20,00,000.00	8,00,000.00	
7.	Interest of S.B. A/c	10,000.00	16,658.00	10,000.00	10,000.00	10,000.00	
8.	Advertisement in Journals	20,000.00	24,250.00	20,000.00	20,000.00	20,000.00	
9.	Net Surplus from Course	2,75,000.00	5,34,153.75	3,00,000.00	4,50,000.00	4,50,000.00	
10.	Receipt from Photocopier	8,000.00	....	8,000.00	....	....	
11.	Rent from Auditorium, Seminar Rooms, Hostel Rooms Bank and others	....	....	40,75,000.00 (was 41,22,750.00)	5,63,775.00	48,36,400.00	
12.	Catering Rebate				2,10,000.00	7,20,000.00	
13.	Tela Rebate				30,000.00	60,000.00	
14.	Recovery Electricity Charges				1,37,700.00	6,02,400.00	
15.	Interest/Dividend/Brokerage				24,78,000.00	23,17,000.00	
	TOTAL	11,93,000.00	14,60,914.75	54,18,000.00	66,29,475.00	1,15,08,400.00	
	Excess of Expenditure over Income	6,55,512.00	2,55,320.32	8,22,000.00		8,07,900.00	
	Excess of Income over Expenditure	....	....	....	77,475.00		
		18,40,512.00	17,16,235.07	62,40,000.00	65,52,000.00	1,07,00,500.00	

Sr Accountant

Dy Dir (Adm)

Director USI

-:25:-

EXPENDITURE

Sl. No.	Particulars	01-04-95 to 31-03-96		01-04-96 to 31-03-97		01-04-97 to 31-03-98
		Budgeted (RE)	Actual Audited	Budgeted	Revised Estimate	Forecast
1.(a)	Officers Salary	91,500=00	1,03,300=00	1,11,000=00	1,11,000=00	1,33,000=00
(b)	Transport Exp Reimbursement	68,000=00	49,392=00	78,000=00	1,51,000=00	1,60,000=00
(c)	Telephone Exp Reimbursement	13,500=00	7,358=00	15,000=00	15,000=00	15,000=00
2.	Salary Establishment	4,54,000=00	3,87,928=00	10,04,000=00	7,50,000=00	9,25,000=00
3.	Employees Contribution to UP Fund	23,500=00	20,864=00	42,000=00	42,000=00	50,000=00
4.	Interest on Employees UP Fund	10,530=00	16,256=00	16,000=00	25,000=00	35,000=00
5.	Printing & Stationery	65,000=00	47,934=85	80,000=00	80,000=00	1,00,000=00
6.	Contingencies	10,000=00	17,790=85	30,000=00	30,000=00	36,000=00
7.	Postage	12,000=00	11,084=06	18,000=00	18,000=00	20,000=00
8.	Advertisement Expenses	2,500=00	8,950=00	5,000=00	12,000=00	8,000=00
9.	Telephone Expenses	12,000=00	9,291=90	45,000=00	45,000=00	60,000=00
10.	Depreciation Reserve Account	40,000=00	43,395=26	16,25,000=00	16,44,000=00	18,00,000=00
11.	Repair & Maintenance	7,000=00	4,115=50	11,000=00	11,000=00	5,45,000=00
12.	Audit Fee	6,200=00	11,115=00	11,500=00	11,500=00	13,000=00
13.	Conservancy Services	93,900=00	57,749=00	1,56,000=00	-	-
14.	Newspapers/Books/Periodicals	2,80,000=00	2,75,670=00	3,00,000=00	3,00,000=00	3,50,000=00
15.	Gold Medal Essay Competition	10,000=00	9,776=60	12,000=00	15,000=00	10,000=00
16.	Insurance	882=00	969=00	40,000=00	55,000=00	60,000=00
17.	Council/Executive Meetings	25,000=00	42,370=90	30,000=00	30,000=00	30,000=00
18.	Blank	-	-	-	-	-
19.	Expenditure on Journals	4,25,000=00	4,94,031=50	4,50,000=00	5,00,000=00	5,25,000=00
20.	Write Off (Condemn Items)	-	-	2,000=00	2,000=00	2,000=00
21.	Expenditure on National Security Lecture	21,000=00	14,593=40	15,000=00	15,000=00	20,000=00
22.	Expenditure on National Security Paper	-	8,530=00	25,000=00	-	20,000=00
23.	Expenditure on Seminar	50,000=00	35,288=25	40,000=00	1,00,000=00	20,000=00
24.	Expenditure on Talks	25,000=00	16,934=00	27,000=00	27,000=00	30,000=00
25.	Payment to Gratuity	-	-	14,000=00	52,000=00	15,000=00
26.	Photocopier A/c	-	14,947=00	-	19,000=00	20,000=00
27.	Income Tax Consultancy	500=00	1,100=00	500=00	500=00	500=00
28.	Blank	-	-	-	-	-
29.	Mementoes	-	-	-	10,000=00	-
30.	Legal Fee	22,000=00	5,500=00	15,000=00	15,000=00	18,000=00
31.	Inauguration of New Building	-	-	30,000=00	20,000=00	-
32.	Building Maintenance	-	-	-	1,62,500=00	3,25,000=00
33.	Electricity Bill	45,000=00	-	18,00,000=00	10,70,000=00	24,30,000=00
34.	Water	1,500=00	-	60,000=00	61,000=00	82,000=00
35.	Security Contract	33,000=00	-	1,32,000=00	1,90,000=00	2,50,000=00
36.	Housekeeping Contract	-	-	-	3,65,000=00	5,10,000=00
37.	Gardening Contract	-	-	-	95,000=00	1,78,000=00
38.	Electrical Service & AG Operations Contract	-	-	-	2,12,500=00	3,30,000=00
39.	Capital Expenditure	-	-	-	3,00,000=00	15,75,000=00
Total		18,48,512=00	17,16,235=07	62,40,000=00	65,52,000=00	1,07,00,500=00
Excess of Income over Expenditure		-	-	-	-	-
Grand Total		18,48,512=00	17,16,235=07	62,40,000=00	65,52,000=00	1,07,00,500=00

Note:- Ser No. 1(a) and 2 pay have been increased by 20% over the last year for making a provision.

Sr Accountant

Dy Director (Adm)

Director USI

Appendix 'E'  
(Refers to Para 16 of Minutes of  
UST Council Meeting held on 13 Dec 96)

AMENDMENTS TO ACCOUNTS SOP

Financial Powers

1. <u>Para 13.</u>	<u>For</u>	<u>Read</u>
(a) Chairman	15,000/=	50,000/=
(b) Director/	10,000/=	25,000/=

2. In note below Para 13 within brackets:-

For. (Above powers are over and above the regular financial commitments on printing of Journal, running of Courses and purchase of Library books which are within the limits of the sanctioned budget.)

Read. (Above powers are over and above the regular financial commitments on printing of Journal, running of courses, purchase of Library books, renewal of maintenance contracts, building maintenance, equipment repairs, insurance, seminars, lectures and so on, which are within the limits of the sanctioned budget.)

Purchases

3. Para 16.

For. All purchases above the value of Rs. 5,000/= are to be made after calling for quotations.

Read. All purchases above the value of Rs. 10,000/= are to be made after calling for quotations.

Petty Cash

4. Para 21.

For. Ceiling or Rs. 1,000/=

Read. Ceiling of Rs. 5,000/=

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PROPOSED STAFF ORGANISATION

Director

Dy Dir & Editor	Dy Dir (Adm)	Chief Instructor	Research Section
- Asst Dir Programme (Att)		- DS Coord (Att)	- Research Asst
-* Editorial Asst		- Superintendent	- Steno Clerk
-* <u>Librarian</u>		- DSSC Clerk	
-* Asst Librarian		- Part D Clerk	
- Senior Library Assts (2)		- Part B Clerk	
- Library Assts (3)		- Typist	
- Library Typist and Computer Operator		- Despatch Clerk and Typist	
- Library Attendants (2)		- Duplicator Operator and Peon	
- Book repairer		- Peon	
- Peon			
Office Sub Section	Accounts Sub Section	Maintenance & Operation Sub Section	
- Superintendent	- Senior Accountant	- Caretaker	
-* Adm Clerk	- Accountant	-* Electrical Supervisor	
- Membership Clerk	- Accounts Asst	- IC Auditorium	
- Receipt & Despatch Clerk	- <del>Accountant</del> <i>and Cashier</i> X	- IC Seminar Rooms	
- Stenos (2)		- Peon	
- Typist & Computer Operator			
- Peon (4)			

*[Signature]*

-X<sub>1</sub> Added by Council on 11 Dec 97

UNITED SERVICE INSTITUTION OF INDIA

MINUTES OF THE COUNCIL MEETING

HELD ON 11 DEC 1997 AT THE USI

1. The following were present:-

- |  |                  |
|--|------------------|
| (a) Vice Admiral Sushil Kumar, UYSM, AVSM, NM<br>Vice Chief of the Naval Staff and President USI Council | Chairman         |
| (b) Maj Gen RPRC Naidu, AVSM, VSM<br>Offg DGMT and Chairman USI Executive Committee                      | Member           |
| (c) AVM A Vikram Pethia, VrC<br>Director Training (Air)  | Member           |
| (d) Cmde AS Bajwa<br>Director Naval Training   | Member           |
| (e) Lt Gen K Balaram, PVSM (Retd)  | Member           |
| (f) Lt Gen KP Candeth, PVSM (Retd)   | Member           |
| (g) Vice Adm SC Chopra, PVSM, AVSM, NM (Retd)  | Member           |
| (h) Brig NB Grant, AVSM (Retd)   | Member           |
| (j) Maj Gen DK Palit, VrC (Retd)   | Member           |
| (k) General SF Rodrigues, PVSM, VSM (Retd)   | Member           |
| (l) General VN Sharma, PVSM, AVSM (Retd)   | Member           |
| (m) Admiral RH Tahiliani, PVSM, AVSM (Retd)  | Member           |
| (n) Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director  | Member Secretary |

2. The following special invitees attended the proceedings upto Item IV:-

- (a) AVM E Peter, Rep Luthra & Luthra (CA)
- (b) Col Jagmohan, Legal Adviser

*[Handwritten Signature]*

Item I - To Receive Apologies for Absence

3. Apologies for absence were received from the following members:-
- (a) Lt Gen Chandra Shekhar, PVSM, AVSM  
Vice Chief of the Army Staff and Vice President USI Council
  - (b) Air Mshl AY Tipnis, PVSM, AVSM, VM, ADC  
Vice Chief of the Air Staff and Vice President USI Council
  - (c) Shri Ajit Kumar, IAS  
Defence Secretary
  - (d) Lt Gen ZC Bakshi, PVSM, MVC, VrC, VSM (Retd)
  - (e) Shri JN Dixit, IFS (Retd)
  - (f) Air Cmde Jasjit Singh, AVSM, VrC, VM (Retd)
  - (g) General OP Malhotra, PVSM (Retd)
  - (h) Air Mshl PM Ramachandran, PVSM, AVSM, SC, VM (Retd)

Item II - To Receive the President's Report

4. The President presented the Annual Report of the USI for the year 1997. The report is placed at Appendix 'A' attached.

Item III - To Confirm the Minutes of the Last Council Meeting Held on 13 Dec 1996

5. Progress on the various points discussed at the last Council Meeting held on 13 Dec 1996 was reviewed as follows:-

(a) War Memorial Book(Para 5 of Minutes). The War Memorial Book brought out by Vice Adm KK Nayyar, PVSM, AVSM (Retd) and Maj Gen Afsir Karim, AVSM (Retd) among others, was circulated to the members of the Council. This book contained details of the war dead of the Indian Armed Forces since Independence, and will be placed at an appropriate location in the Colonel Pyara Lal Memorial Library. Some considerable discussion ensued in context of the evident lethargy on the part of the National Government to erect an appropriate National War Memorial honouring members of the Indian Armed

*Wankar*



Forces who had laid down their lives in the service of the Nation since Independence. It was finally agreed that the contents of the War Memorial Book that has now been produced, be appropriately extracted for display in the USI, possibly in the form of a large well lit screen on which details could be presented in the form of a series of scrolls which can then be assessed by those who are interested. The Council desired that the Executive Committee further pursue this aspect to decide on an appropriate design and manner of presentation. It was also decided that as an immediate measure, the details of the War Dead as contained in the War Memorial Book be compiled on a computer floppy disk at the USI. It was further decided that efforts be made by Council members and other members of the USI, to form a sort of pressure group to pursue action for consideration of appropriate memorials in the various states of the Indian Union, and possibly at Command Headquarters locations.

(b) Deficit Budget (Para 14). The Council was apprised that an amount of Rs.8,07,900/- was shown in BE 1997-98 as excess of expenditure over income, thus indicating deficit budgeting. As the income was more than expenditure, this amount should have been shown against "excess of income over expenditure", which is actually a surplus budget. This has been rectified in the RE for 1997-98.

(c) Col Pyara Lal Memorial Lecture (Para 19 (e)). Lt Gen EA Vas was approached through Brig NB Grant to deliver a lecture on "The Prospects for the North East in context of continuing insurgencies" OR "The Internal Security situation in India". However, he wanted to speak on 'India's Nuclear Stance'. As this aspect was being covered in the annual seminar, and General KV Krishna Rao was covering insurgency, an approach was made to Dr Stephen P Cohen, who had a long and close association with Col Pyara Lal. He chose the subject of 'The Critical Dimensions of a Probable U.S. Strategic Partnership with India'. The lecture was delivered on 19 Sep 1997.

(d) Escalated Cost of the New Building (Para 21). The Executive Committee had requested Lt Gen K Balaram to study the case and interact with the MD AWHO and AG. He reported that the figures were genuine and cannot be further reduced. The Director then took up the matter with the Chairman Chiefs of Staff Committee, and also made a request to the Prime Minister for additional allotment from the National Defence Fund, which was also endorsed by the Chairman Chiefs of Staff Committee. The Council was apprised that the Prime Minister has very graciously made a grant of Rs.60 lakhs. The amount has been used to clear the AWHO account; Rs. one lakh has been held over till a completion certificate from the competent authority is received. The Army has also made a grant of Rs. 30 lakhs. Grants from the Navy (Rs. 5 lakhs promised) and Air Force are awaited.

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(e) Armed Forces Historical Society (Para 22). The proposal pertaining to setting up of an Armed Forces Historical Society was discussed in considerable detail. The Chairman Executive Committee and DGMT, apprised the members of the Council, that a formal proposal was in the final stages of the preparation and would be sent to the USI shortly. Members were of the view that the scope of the proposed Historical Society or Centre, should be as wide as possible, and should possibly encompass aspects of preservation of old records, cataloguing of information from non-military organisations and conduct of research at various places in the country, should that be considered necessary. It was unanimously decided that Maj Gen DK Palit, VrC, chair the proposed organisation and, with the assistance of the USI, pursue action in regard to setting it up. Maj Gen Palit accepted the commitment.

(f) USI Activities in Other Selected Stations (Para 23). Discussions on this aspect covered a wide range of issues ranging from setting up of Chapters of the USI in various selected stations in India, to the conduct of events like seminars, lectures in various stations, and the setting up of libraries at such stations. It was generally agreed that while the long term objective should be to set up a series of Chapters of the USI in selected stations, a start in this regard should be made by organising one or two events like lectures or discussions in stations other than Delhi. The Executive Committee was asked to go into this aspect and finalise dates, venues and events for 1998.

(g) Appointment of Librarian (Para 26). The Council was apprised that Shri Arjun Khanna was eventually not considered suitable, and the present Librarian was given a year's extension. Efforts would continue to secure the services of a Librarian.

(h) Transferring Surplus Books of the Ministry of Defence Library to the USI (Para 23 of Minutes of Council Meeting Held on 29 Feb 1996). The Council was informed that the USI has since received 105 books from the Ministry of Defence Library on 05 Nov 1997; efforts will continue to obtain more books from the Ministry of Defence Library.

6. The Minutes of the last Council Meeting were then passed. Proposed by Vice Admiral SC Chopra and seconded by Air Vice Marshal A Vikram Pethia.

b

✓ only of  
Item IV - To Approve the Accounts and Audit Report for 1997-97

7. The Balance Sheet and Income/Expenditure statement together with schedules, the Auditor's report and the Director's comments on the Audit Report were discussed in some detail and the following directions were given by the Council :-

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(a) The recovery of the proceeds of Demand Draft No.621900414 dt 05 Mar 92 for Pounds Sterling 39 (Rs.1,755/-) will be pursued with the Bankers, even by raising the issue with the Chairman of the bank concerned; if necessary, the Reserve Bank of India could also be approached in this regard. The Council did not agreed to writing off this amount.

(b) Account No.1615775 DHQ Post Office may continue to be operated upto 31 Mar 1998 but will be closed down thereafter and the postal account will be operated at Vasant Vihar Post Office only.

(c) Amalgamation of the Original Building Fund and the New Building Fund was approved.

(d) After detailed discussion on the aspect of the Depreciation and Replacement Fund, the non-charging of the depreciation during 1996-97 was approved. Expenditure for major acquisitions from the Depreciation and Replacement Fund in the future was also approved, with the qualification that when such expenditure is incurred from the Fund, recapitalisation of the value of the items will be ensured. Finally, percentage rates for depreciation as under were approved after it was clarified by the Auditor's representative that these rates conformed to the Income Tax Rules as were generally acceptable:-

(i) Equipment	15 %
(ii) Furniture	7.5 %
(iii) Furnishing	10 %
(iv) Misc Items	10 %
(v) Building	2.5 %

8. The Balance Sheet and the Income/Expenditure statement were then passed; proposed by Lt Gen K Balaram and seconded by General SF Rodrigues. Gen Balaram complimented the staff of the USI for compiling the details well, and presenting the various statements unambiguously. The Auditor's representative, AVM E Peter also informed the Council that he considered the accounts maintained by the USI as among the best that his firm has scrutinised and audited.

**Item V – To Appoint the Auditors for 1997-98**

9. The Council approved the appointment of M/s Luthra and Luthra as the Auditors for 1997-98. It further approved the payment of a fixed amount of Rs.15,000/- per annum rather than as 0.09 percent of pay and allowances of the Staff. The Council further approved a request by the Director that should the need arise, M/s Luthra and Luthra could also be approached for Income Tax Consultancy on payment of nominal charges on a "case by case" basis duly approved by the Executive Committee.

*[Signature]*



10. On the subject of Provident Fund contributions of the Staff, there was a consensus that the aspect of seeking to maintain this account at the USI rather than under the Commissioner of Provident Fund, be re-examined in consultation with the Chartered Accountants. A view was also expressed that should such an arrangement be considered more appropriate (namely operating the Provident Fund under the Commissioner), in consultation with the members of the Staff of the USI, the aspect of contributing additionally to a GPF under the USI may be considered; this could then form the source for provision of loans when required on a more immediate basis, rather than the staff having to go to the Commissioner of Provident Fund's Office each time.

Item VI – To Approve Revised Estimates for 1997-98 and Budget Estimates for 1998-1999

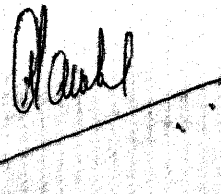
11. The Revised Estimates for 1997-98 and Budget Estimates for 1998-1999 were approved subject to doubling the allocation for expenditure on "Book, Newspapers and Periodicals" in the Revised Estimates for 1997-98 and the Budget Estimates for 1998-1999 to Rs 8 lakhs and Rs 9 lakhs respectively; proposed by Lt Gen K. Balaram and seconded by Lt Gen KP Candeth. The Estimates as approved are at Appendix 'B' attached.

Item VII – To Approve Subjects, and Speakers/Writers for Various Events During 1998

12. After some detailed discussion on the various suggestions that had been received, and the recommendations made by the Executive Committee, the Council approved the following for the various events during 1998:-

(a) National Security Lecture 1998. "The Influence of Contemporary Politics and Societal Changes on the Indian Armed Forces – Likely Implications and need for institutional corrective measures" was approved as the subject for the National Security Lecture 1998. The Council was of the view that two speakers could be asked to present their views on the subject; the Service speaker could be Admiral VS Shekhawat, and the other speaker could be either Shri Arun Singh or Shri KP Singh Deo. Should none of these individuals accept the commitment, the Executive Committee may decide to approach some other eminent persons.

(b) National Security Seminar 1998. The subject of "Restructuring of the Intelligence Agencies" was approved. The Council further directed that the aspects to be covered should include what is required to be done, who should control and direct the agencies, and whether this has to be centralised control or there should be some degree of decentralisation. It was further suggested that the feasibility of getting appropriate participants from selected foreign countries like Israel, or Egypt, be examined.



(c) National Security Paper 1998. After some discussion, the Council approved the compilation of two papers, one each on the following subjects :-

(i) "The organisation and concept of employment of Strategic Rocket Forces"; by Lt Gen S Padmanabhan, or if he is unable to undertake the commitment, then Lt Gen PK Pahwa.

(ii) "The Impact of Economic Liberalisation on India's security concerns and the need for harmonisation of national security with financial and development policy". The person to be requested to write the paper may be decided by the Executive Committee.

(d) Gold Medal Essay Competition 1998.

(i) Group 'A' - Open to All Officers - "Counter Insurgency and Human Rights"

(ii) Group 'B' - Open to Officers upto the Rank of major or equivalent ranks in the Navy and Air Force with not more than ten years service - "Concept of Modern Warfare - Are we Prepared?"

(e) Col Pvara Lal Memorial Lecture. The Council agreed that Lt Gen EA Vas may be requested to speak on "The Role of the Armed Forces in a Democracy - a review of five decades of politico military decision making". The talk could be over a period of two and a half hours on or about 21 September 1998.

Item VIII - To Approve and Declare Results of the Gold Medal Essay Competition 1997

13. The sealed envelopes of the evaluation of the Gold Medal Essay Competition 1997 were opened by the President in the presence of all the Council members. The results are as under :-

(a) Group 'A' - Open to All Officers - "National Perspective on Information Warfare".

(i) Maj Gen Yashwant Deva

AVSM(Retd) - First Prize; Gold Medal, cash award of Rs.2,000/- and entry accepted for publication in the USI Journal.



(ii) Col Narendar Singh  
SC Wing,  
College of Combat  
MHOW

- Second Prize; cash award of Rs.1,000/-  
and entry accepted for publication in USI  
Journal.

(b) Group 'B' – Open to Officers upto the rank of major or equivalent ranks in the Navy and Air Force with not more than ten years service - "India's China Policy in Perspective 2020". In this regard, the evaluators recommended the award of a cash prize of Rs.2000/- and entry accepted for publication in the USI Journal to Maj Manwindra Singh, School of Arty. Deolali. No entry was considered suitable for award of a second prize.

14. The Council also approved the following:-

(a) Reduction of the length of the Essay from existing 4000/8000 words to 3000/4000 words.

(b) Redesigning of the Gold Medal with the USI crest embossed.

Item IX – To Approve the Creation of Post of Accounts Assistant

15. The Council approved the authorisation of the post of a Cashier cum Accounts Assistant in Scale 3.

Item X – To Approve the Enhancement of Membership Fees

16. After some discussion, revised membership fees to be brought into effect from 01 January 1998 were approved, as under:-

	<u>Entrance</u>	<u>Subscription</u>	<u>Total</u>
(a) <u>Life Membership</u>			
(i) Defence Personnel	Rs.1,000/-	Rs.4,000/-	Rs.5,000/-
(ii) Entitled Civilians	Rs.1000/-	Rs.6000/-	Rs.7000/-
(b) <u>Ordinary Membership</u>			
(i) Defence Personnel	Rs. 300 /-	Rs. 300/-	Rs. 600/-
(ii) Entitled Civilians	Rs. 300/-	Rs. 450/-	Rs. 750/-

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17. The Council allowed the Director to exercise his discretion in permitting students undergoing correspondence courses to either renew their existing membership, or convert existing ordinary membership into life membership at the old rate, upto 31 Mar 1998.

**Item XI - To Approve Amendments to Rules and Bye Laws**

18. After some detailed discussion, the Council unanimously approved the amendments to the Rules and Bye Laws of the United Service Institution of India 1997 as given in succeeding paragraphs:-

(a) **Chapter II - Membership.** Paragraph 3 to be reconstituted as follows :-

"3. All classes of membership except temporary membership and membership of Service officers applying for Correspondence Courses being conducted by the USI, will be subject to approval by the Executive Committee. The following are ordinarily eligible to become members of the Institution with full voting rights :-

(a) Officers of the Defence Services.

(b) Class I Gazetted Officers of the Central Services associated with the field of national security and defence, such as IAS, IFS, IPS.

(c) Any category mentioned in sub-paras (a) and (b) above will also be eligible even though retired or released from the Service.

(d) Cadets from the NDA and Cadets from the Service Academies and Midshipmen.

(b) **Chapter II- Associate Membership.** Paragraph 8 will be reconstituted as under :-

"8. Vice Chancellors and Heads of Department of Defence Studies of universities, military correspondents of Indian newspapers and news agencies, and other distinguished persons associated with the field of national security and related fields, academicians, research fellows and media persons, may be enrolled as Associate Members at rates of subscription approved by the Council from time to time. They shall have the same rights and privileges as ordinary members, but shall not have voting rights. Associate Membership is to be renewed annually".



(c) Chapter III- Elected Members. At the end of existing paragraph 5 of Chapter III, the following sentence be added:-

"5. Voting rights and eligibility for Council election shall remain suspended in respect of those members who are involved directly or indirectly in any contract or business with the USI."

(d) Chapter III (Para 25) General Meeting of Members. The first sentence of Para 25 be deleted and replaced by the sentence "The General meeting of members may be assembled at any time at the written requisition of at least 10% strength of Life Members".

#### Item XII – Mac Gregor Medal

19. After considering the Report of the Executive Committee and the Sub Committee appointed for the purpose of examining the recommendations for the award of Mac Gregor Medal to Flt Lt RTS Chinna, the Council approved the award of the Mac Gregor Medal to Flt Lt RTS Chinna for the military reconnaissance carried out by him in October 1986.

20. The rules for the award of Mac Gregor Medal were reconsidered and there was unanimity that the existing rules should remain as they are with a modification that, for purely second priority cases, the recommendations may be received directly by the USI, whereas first priority recommendations are to be routed through the Joint Planning Committee.

#### Item XIII Interaction with other International Institutions

21. The Council unanimously approved the recommendation for increased interaction with other international institutions. It further approved in principle the incurring of expenditure on provision of hospitality to persons from such institutions visiting the USI, as also air travel expenses for USI members similarly visiting institutions abroad. The Council directed that all such inter-action and consequent expenditure, be properly scrutinised by the Executive Committee, and cleared on a "case by case" basis, subject to the availability of funds in the USI.

#### Item XIV – Use of Facilities by Diplomatic Missions

22. The Council agreed that the use of the facilities of the United Service Institution of India by diplomatic missions without payment of appropriate charges may only be permitted in special cases as decided by the Executive Committee.

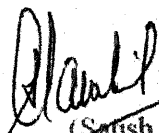
*Chand*

Item XV – To Nominate Elected Members to the Executive Committee

23. The Council unanimously approved the continuation of the present elected members, Lt Gen ZC Bakshi, Vice Adm SC Chopra, Shri JN Dixit, Lt Gen Satish Nambiar and Maj Gen DK Palit, as members of the Executive Committee for 1998.

Item XVI – Director's Points

24. (a) The Director apprised the Council of the proposal to install an electronic attendance machine to ensure punctuality of the staff. On a query he also clarified the method in which penalisation would be effected. This was endorsed by the Council.
- (b) The members of the Council agreed to the proposal to design and fabricate a USI tie. An appropriate design would be circulated for approval and comments, before further action is taken on the matter.
- (c) The Council approved the recommendation that an appropriate USI memento be designed and fabricated for presentation to visiting dignitaries/speakers at the USI. The Director was asked to circulate appropriate designs with costs, for consideration.
- ✓ (d) In so far as investments of USI funds are concerned, the consensus that emerged after some discussion was, that if investments other than in established public sector companies like Steel Authority of India Ltd (SAIL) and Bharat Electronics Ltd (BEL) are to be undertaken, consultation should be established with the Managing Director AGIF, and his opinion obtained. Companies that may be considered in this category are like ICICI, HDFC, HPCL and so on.
- ✓ (e) After consideration of the various options, it was decided that no liquor should be served on the USI premises and that the Operator running the Residency and the Restaurant be apprised accordingly.



(Satish Nambiar)  
Lt Gen (Retd)  
Director USI and  
Member Secretary

File No. 1078/USI/Council/1997  
Dated : 06 January 1998



Appendix A  
(Refers to Para 4 of the Minutes of  
Council Meeting Held on 11 Dec 97)

UNITED SERVICE INSTITUTION OF INDIA

COUNCIL MEETING ON 11 DEC 1997

PRESIDENT'S REPORT FOR 1997

1. Gentlemen, it gives me great pleasure to welcome you to this year's Council Meeting. It is my privilege to present my report covering some of the important developments during the year. A copy of the report has been placed on the table and will be included in the Minutes.

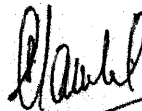
Escalation in Building Cost

2. You would observe that the Institution has settled well in its new premises. The final costs of construction of the premises by the AWHO amounted to Rs. 5,94,68,62/- , an escalation of Rs. 61,29,622/- lakhs over what was earlier indicated as estimates and approved. Before approving payment of the escalated cost, the Executive Committee requested Lt Gen K Balaram, PVSM (Retd) to interact with the MD, AWHO to ascertain and assess whether the escalation was justified, and whether there was any scope for reduction. Simultaneously, efforts were made to obtain additional amounts from the National Defence Fund, through the Prime Minister, from Service Headquarters, and the Board of Control for Canteen Services. I am happy to inform you that the Prime Minister, Shri IK Gujral, was very gracious and prompt in granting Rs. 60 lakhs from the NDF for the purpose. The construction costs have therefore been cleared. However, Rs. One lakh has been withheld pending receipt of final completion certificate and some drawings from the competent authority.

3. Soon after the receipt of the amount from the NDF, above grant, a grant of Rs. 30 lakhs was also received from Army Headquarters. The amount has been invested and income from this would enable us to procure the equipment required to make our institutional facilities more "state-of-the-art". We are awaiting appropriate contributions from Naval and Air Headquarters.

Finances

4. Audited accounts, revised estimates for 1997-98 and Budget Estimates for 1998-99 are already with you. A representative of our Chartered Accountants has been invited to clarify any points that you may have.



5. The Finances of the USI continue to be healthy, and it appears possible to now say that despite substantial maintenance and running costs, the USI should be a "self sustaining" Institution. The Corpus Fund position during the last three years is as under:-

<u>As on</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a) 31 Mar 1995	Rs. 1,88,34,488/=	Rs. 16,00,608/=
(b) 31 Mar 1996	Rs. 2,18,55,488/=	Rs. 30,20,993/=
(c) 31 Mar 1997	Rs. 2,75,86,488/=	Rs. 57,31,000/=

6. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000 and Rs. 5,50,000, which the Cement Corporation of India has not been able to pay since end 96. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. However, being a Government of India Public Sector Undertaking, the money will be realised; interest accrued till realisation will be paid to the USI by the CCI.

7. As on 31 Mar 1997 the Corpus was invested as under:-

(a) SAIL	Rs. 1,50,08,000
(b) BEL	Rs. 1,15,00,000
(c) UTI	Rs. 3,78,488
(d) Bank	Rs. 7,00,000
	<u>Rs. 2,75,86,488</u>

8. Income and expenditure figures for the last three years are as under:-

<u>Year</u>	<u>Income</u>	<u>Expenditure</u>	<u>Surplus Transferred to Capital</u>
(a) 1994-95	Rs. 30,13,582	11,61,219	18,52,363
(b) 1995-96	Rs. 29,61,670	14,50,071	15,11,599
(c) 1996-97	Rs. 57,58,691	30,12,938	27,45,753

9. The above figures do not include the amount of interest transferred to various funds as under:-

(a) 1994-95	Rs. 13,16,588
(b) 1995-96	Rs. 14,78,259
(c) 1996-97	Rs. 16,79,504

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### Membership

10. Membership state as on 30 Nov 1997 is as under:-

(a) Life Members	-	5424
(b) Ordinary Members	-	1226
(c) Associate Members	-	42
(d) Subscriber Members	-	655
(e) Corporate Members	-	1

11. The increase in Life Membership is an aspect we may wish to apply ourselves to, as the facilities and space, particularly in the Restaurant, may not be able to match the requirement and expectations if the number of members using the facility grows at the present rate. As against 227. Life Members enrolled in 1995-96, and 373 in 1996-97, the figure for Oct 1996 to 19 Sep 97 has been 1158. Various aspects of this will be covered in the discussion on the Agenda Points.

### USI Journal

12. The print order till Sep 1997 was 6600. This is being increased to 7000 copies from Dec 1997 issue of the Journal. Though the postage rates for journals have increased, the price is being maintained for 1997-98, but will have to be enhanced for 1998-99. This decision may be delegated left to the Executive Committee.

### Library

13. A Large number of books continue to be received complementary and for book reviews. During 1997, we have purchased 133 books, received 106 books for reviews and 727 books were presented to the Colonel Pyara Lal Memorial Library.

### Seminars

14. The joint USI-RUSI seminar on 'Security Concerns in Asia in the 21st Century, Global Disarmament, and the Indian Ocean Rim' was successfully held on 23-24 Jan 1997. The proceedings have since been published.

15. The annual National Security Seminar 1997 was held on 27-28 Nov 97 on the subject of 'Challenges to India's Foreign and Defence Policies in the Transformed International Power Equations.'

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### Lectures/Group and Panel Discussions

16. The First Colonel Pyara Lal Memorial Lecture was delivered on 19 Sep 1997 by Dr Stephen Cohen of the Illinois University on the subject of 'The Critical Dimensions of a possible Indo-US Strategic Partnership.' It was well attended and well received.

17. The National Security Lecture 1997 is being delivered today and tomorrow by General KV Krishna Rao, one of the oldest members of the USI, on the subject of 'Insurgency in J and K and the North East, and the Future Prospects.'

18. The number of periodic lectures, group and panel discussions has gone up as we now have our own facilities. List of events conducted during 1997 is given at Annexure attached.

### Gold Medal Essay Competition

19. 51 entries were received this year. Last year was an exception with 68 entries.

### Research Activities

20. Three chairs had earlier been established with grants from the Service Headquarters and named after the first three Indian Chiefs. Recently, the Prof DS Kothari Chair has been established through a grant of Rs. 10 lakhs from the DRDO, thanks to the spontaneous response to our suggestion by the Scientific Adviser to the Raksha Mantri, Dr APJ Abdul Kalam. Rules for award of fellowship have been framed and disseminated.

21. The status of research fellowships is as under:-

(a) FM KM Cariappa Fellowship. Research on the subject of 'Emerging low intensity conflicts scenario in India' is being conducted by Lt Gen VK Nayar, PVSM, SM (Retd). Likely completion April 1998.

(b) Adm RD Katari Fellowship. Research on the subject of 'Shape and Size of the Indian Navy in the early 21st Century' was conducted by Vice Adm RB Suri, PVSM, AVSM, VSM (Retd). Completed.

(c) Air Marshal S Mukherjee Fellowship. Research on the subject of 'Sustainable defence: harmonising long and short term goals' is being conducted by Air Mshl Vir Narain, PVSM (Retd). Likely to be completed by Dec 1997.

22. In addition to the above, the DRDO has made a grant of Rs. 5.065 lakhs for a project termed 'Indigenisation Map 1995-2005' to be researched by Dr G Balachandran.

23. Selection for the set of fellowships for 1997/98 has been done; the projects approved are as under:-

(a) Field Marshal KM Cariappa Chair. "How to make a career in the Armed Forces attractive?"; Lt Gen RN Mahajan, PVSM (Retd).

(b) Admiral RD Katari Chair. "Naval confidence building measures - an Indian approach."; Cdr Vijay Sakhuja.

(c) Air Marshal Subroto Mukherji Chair. "The impact of emerging technologies on Air Power."; Air Mshl Bharat Kumar, PVSM, AVSM (Retd).

(d) Professor DS Kothari Chair. "Traditional nuclear theology and the South Asian Strategic Scene."; Rear Adm KR Menon (Retd).

#### Correspondence Courses

24. The number of students who took the courses during 96-97 was 1959 as compared to 2350 during 95-96, probably because of disruption caused by the move to the new premises. The net surplus amount from courses has therefore fallen. The results continue to be satisfactory. In the DSSC (Army) 1997 entrance examination, the students who took the USI course obtained 13 competitive vacancies out of 20 and 65% of the vacancies in the nominated category.

#### Newly Created Facilities

25. Auditorium and Seminar Rooms. These are well appreciated and being used by Service Headquarters, ARTRAC, diplomatic missions and reputed corporate bodies. A new Seminar Room has been created by converting the Conference Room. On the average, an income of Rs. 60,000/= per month is accruing from these, at present.

26. Bank Space. As no banks were willing to hire the space, it was leased to IL& FS Venture Capital Ltd. a reputed financial company, in Feb 1997, at an initial rental of Rs. 60,000/- pm; possibly well above the amount banks may have been prepared to pay.

27. Restaurant. This has earned a good reputation and is well patronised by members and by those who use the institutional facilities; additional space for larger groups has also been made available.

28. Residency. This is also run well, and being utilised mostly by Temporary Members, including foreigners.



Miscellaneous Administrative Points.

29. During the course of the year, services of casual employees were regularised from 1 Jan 1997, and pay and allowances of staff were revised from 1 Apr 1997.
30. Maj Gen YK Gera and Col VK Singh were appointed as Deputy Director & Editor and Deputy Director (Administration) respectively, from 1 Jan 1997. Col SK Bose was appointed as Building Adviser wef 1 Aug 1997.
31. Finally, on behalf of all of you I would like to place on record our appreciation and gratitude to Air Cmde (Dr) NB Singh and Brig GL Sachdeva for their dedication and commitment to the Institution over the years.

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**TALKS AND GROUP/PANEL DISCUSSIONS 1997**

**Talks**

1. 09 Jan 97 Peace Building through Democratic Governance :  
Global Perspectives.  
  
Mr Sandeep Waslekar
2. 10 Jan 97 Peace and Security in Asia.  
  
Admiral Joseph W Prueher.  
C-in-C US Pacific Command.
3. 20 Jan 97 Persian Gulf Politics and Security.  
  
HE Mr Alireza Sheikh Attar  
Ambassador of the Islamic Republic of Iran.
4. 28 Jan 97 Planning and Build-up prior to the Gulf War.  
  
Field Marshal Sir John Chapple.  
Former CGS UK Army.
5. 10 Feb 97 Information Technology Warfare.  
  
Maj Gen Gurbaksh Singh, VSM (Retd)
6. 04 Mar 97 Downsizing of the US Army - Force XXI.  
  
Maj Gen Robert Scales  
Dy COS, USTRADOC
7. 10 Mar 97 Emerging Technology, Civil-Military-Industrial Integration  
  
Lt Col RP Singh  
SIPRI

8. 21 Mar 97 A new US policy towards India and Pakistan.  
Dr Richard Haas  
Director Foreign Policy Studies  
Brooking Institution.
9. 17 Apr 97 New global geo-politics : China perspective and implications for India  
Shri Ramgopal Agarwala
10. 28 Apr 97 Complexities of UN peace keeping operations  
General Sir Michael Rose  
Adjutant General, British Army
11. 21 May 97 Iranian Foreign Policy behaviour in the Middle East - Patterns and Outcome.  
Dr Mahmood Sariolghalam  
Director Centre for Middle East Strategic Studies.
12. 26 May 97 Contemporary challenges in implementation of International Humanitarian Law.  
Mr Rene Kosirnik  
ICRC
13. 05 Jun 97 Peace projects in West Asia.  
HE Mrs Gillane Allam  
Ambassador of Arab Republic of Egypt
14. 25 Jun 97 Restructuring of the Armed Forces.  
Maj Gen Vinod Saighal, VSM (Retd)
15. 03 Jul 97 Indo-US relations - achievements and prospects.  
HE Mr Frank Wisner  
Ambassador of the USA.

16. 09 Jul 97 Security prospects in the Asia- Pacific region and Japanese Defense Policy.  
  
Mr Katsuhito Asano  
Parliamentary Vice Minister  
Japanese Defence Agency.
17. 16 Jul 97 Future forces and capabilities; and down sizing of US forces.  
  
General Joseph Ralston  
Vice Chairman, US Joint Chiefs of Staff.
18. 13 Aug 97 India 2025 - An Overview of the international power structure in the 21st Century and the impact on Regional Security.  
  
General K Sundarji, PVSM (Retd)
19. 30 Sep 97 Major doctrinal changes and training orientation to meet perceived commitments of US Army in the first two decades of the 21st Century.  
  
General William W Hartzog  
Commanding General USTRADOC.
20. 08 Oct 97 The Indian intervention in Sri Lanka - A failure of policy or error of judgement?  
  
Mr JN Dixit

#### Group/Panel Discussions

21. 14 Feb 97 Defence Budget allocations
22. 17 Feb 97 China's increasing role in Asia and its impact on security of the Indian Sub-continent.
23. 14 Mar 97 Politico-military international security  
(Business Executives for National Security, USA)
24. 20 Mar 97 Non Lethal Weapons : technology and applications.



25. 15 Apr 97 Health care of ex-Serviceman and their dependents/  
widows.
26. 09 May 97 Security perspective of the Region in the early  
21st Century.
27. 11 Jun 97 A new US policy towards India and Pakistan.
28. 23 Jul 97 Fifth Pay Commission Recommendations -  
Where do they leave the Armed Forces?
29. 27 Aug 97 Role of the media in Low Intensity Conflict -  
the Indian experience.
30. 24 Sep 97 The Armed Forces Special Powers Act -  
Its continued relevance or otherwise.
31. 22 Oct 97 Trans national threats to international  
peace and security - terrorism and drug  
trafficking.
32. 12 Nov 97 The Image of the Armed Forces.

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Appendix B  
(Refers to Para 11 of Minutes of Council  
Meeting Held on 11 Dec 97)

**BUDGET/REVISED ESTIMATES**

**INCOME**

Ser No	Particulars	RE 96-97	Actual Audited 96-97	BE 97-98	RE 97-98	BE 98-99
1	Entrance Fee	2,50,000	3,62,350	8,25,000	3,50,000	4,00,000
2	Membership Fee	3,00,000	3,60,760	6,70,000	22,00,000	22,50,000
3	Journal Subscription	1,50,000	95,849	1,65,000	1,50,000	1,50,000
4	Journals Sale	15,000	11,475	16,500	12,000	12,000
5	Publications Sale	15,000	22,784	16,500	6,000	6,000
6	Advertisement in Journals	20,000	11,385	20,000	14,000	14,000
7	Net Surplus from Courses	4,50,000	2,47,665	4,50,000	4,00,000	4,00,000
8	Hiring of Auditorium and Seminar Rooms	1,26,600	1,82,350	5,04,000	8,00,000	9,00,000
9	Rent	22,800	1,39,425	42,000	7,63,000	8,25,000
10	Residency/Restaurant contract	6,24,375	7,01,165	50,70,000	40,60,000	45,00,000
11	Interest, Brokerage, Dividend	24,88,000	21,99,165	23,27,000	28,00,000	21,00,000
12	Grants	20,00,000	16,18,000	8,00,000	1,05,00,000	5,00,000
13	Misc Income	-	12,772		15,000	15,000
	Total	<u>64,61,775</u>	<u>59,65,145</u>	<u>1,09,06,000</u>	<u>220,70,000</u>	<u>1,20,72,000</u>
	Excess Income over Expenditure	77,475	26,61,938	8,07,900	55,64,500	2,29,500

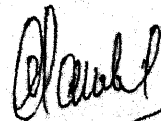
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*David*

## Appendix B (Cont)

EXPENDITURE

Ser No.	Items	RE 96-97	Actual 96-97	BE 97-98	RE 97-98	BE 98-99
1	Officers Pay & Allowances	186000	186592	178000	204000	204000
2	Transport (Dir)	91000	91322	130000	200000	225000
3	Staff Pay & Allowances	750000	712239	925000	1050000	1800000
4	CPF Liability	42000	29191	50000	120000	125000
5	CPF Interest Liability	25000	22992	35000	45000	50000
6	Gratuity	52000	41654	15000	21000	20000
7	IT Consultancy Fee	500	—	500	500	5500
8	Legal Consultancy Fee	15000	12000	18000	18000	24000
9	Building Consultancy	—	—	—	8000	12000
10	Printing & Stationary	80000	105930	100000	125000	150000
11	Postage	18000	13720	20000	30000	35000
12	Advertisements	12000	6114	8000	8000	8000
13	Photocopier	19000	1363	20000	12000	12000
14	Contingencies	30000	21604	36000	25000	25000
15	Telephones	15000	58741	60000	90000	60000
16	Audit Fee	11500	7684	13000	15000	15000
17	Exec/Council Meetings	30000	40939	30000	35000	45000
18	Talks/Lectures/Discussions	27000	22786	30000	45000	50000
19	NS Lecture	15000	10432	20000	25000	25000
20	NS Paper	—	—	20000	15000	15000
21	NS Seminar	100000	15999	20000	70000	75000
22	Essays	15000	14155	10000	12000	12000
23	Journal	500000	556711	525000	568000	600000
24	Books, Newspapers, Periodicals	300000	300956	350000	800000	900000
25	Insurance	55000	54337	60000	60000	65000
26	Eqpt repair & Maintenance	11000	2909	545000	400000	500000
27	Building Maintenance	162500	22904	325000	450000	325000
28	Water	61000	28800	82000	60000	70000
29	Electricity/Diesel/Oil	932300	94727	1827600	200000	900000
30	Security	190000	174812	250000	225000	250000
31	Housekeeping	365000	364800	510000	488000	530000
32	Gardening	95000	93600	178000	173000	190000
33	Electrical/AC Op Services	212500	195650	330000	222000	215000
34	Loss write off	2000	8056	2000	2000	5000
35	Capital expenditure	300000	—	1575000	7150000	1200000
36	Reserve against depreciation	1644000	—	1800000	3334000	2800000
37	Building Inauguration	10000	9488	—	—	—
38	Mementos	10000	—	—	—	—
39	Interaction with international institutions	—	—	—	200000	500000
		<u>63,84,300</u>	<u>33,03,207</u>	<u>1,00,98,100</u>	<u>1,65,05,500</u>	<u>1,18,42,500</u>





**UNITED SERVICE INSTITUTION OF INDIA**

**MINUTES OF THE COUNCIL MEETING HELD**

**ON THURSDAY 17 DECEMBER 1998**

1. The following members were present :-

- |   |                  |
|---|------------------|
| (a) Lt Gen Chandra Shekhar, PVSM, AVSM, ADC<br>Vice Chief of the Army Staff and President USI Council | Chairman         |
| (b) Maj Gen Surendra Shah, VrC, VSM<br>Offg D G M T   | Member           |
| (c) Cmde Sanjiv Bhasin<br>D N T   | Member           |
| (d) AVM A Vikram Pethia, VrC<br>A C A S (Trg)   | Member           |
| (e) Lt Gen ZC Bakshi, PVSM, MVC, VrC, VSM (Retd)  | Member           |
| (f) Lt Gen K Balaram, PVSM (Retd)   | Member           |
| (g) Lt Gen KP Candeth, PVSM (Retd)  | Member           |
| (h) Vice Adm S C Chopra, PVSM, AVSM, NM (Retd)  | Member           |
| (j) Shri JN Dixit, IFS (Retd)   | Member           |
| (k) Brig NB Grant, AVSM (Retd)  | Member           |
| (l) General OP Malhotra, PVSM (Retd)  | Member           |
| (m) Maj Gen DK Palit, VrC (Retd)  | Member           |
| (n) Air Mshl PM Ramachandran,<br>PVSM, AVSM, SC, VM (Retd)  | Member           |
| (o) General SF Rodrigues, PVSM, VSM (Retd)  | Member           |
| (p) General VN Sharma, PVSM, AVSM (Retd)  | Member           |
| (q) Admiral RH Tahiliani, PVSM, AVSM (Retd)   | Member           |
| (r) Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director USI                                     | Member Secretary |

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-: 2 :-

2. The following special invitees attended the proceedings upto Item V :-

- (a) Shri AK Luthra, Chartered Accountant, Luthra & Luthra.
- (b) Col (Dr) Jagmohan, Legal Adviser.

**Item I - To Receive Apologies for Absence**

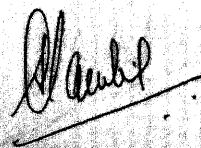
3. Apologies for absence were received from the following members:-

- (a) Vice Admiral PJ Jacob, AVSM, VSM  
Vice Chief of the Naval Staff and Vice President USI Council.
- (b) Air Marshal AY Tipnis, PVSM, AVSM, VM, ADC  
Vice Chief of the Air Staff and Vice President USI Council.
- (c) Shri Ajit Kumar, IAS  
Defence Secretary.
- (d) Air Cmde Jasjit Singh, AVSM, VrC, VM (Retd)

**Item II - To Receive the President's Report**

4. The President presented the Annual Report of the USI for the year 1998. The report is placed at Appendix 'A' attached.

5. In the course of the brief discussion following the presentation of the Report, Council members were unanimously of the view that the research projects undertaken by scholars nominated by the Board of Management of the Centre for Research, must be completed on time. In exceptional cases, the Board of Management may agree to an extension, but the limit of such extensions must be laid down so that projects are completed within a reasonable time-frame.

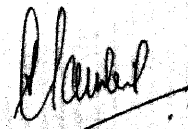


6. In so far as the conduct of correspondence courses for officers appearing for Defence Services Staff College Entrance Exams is concerned, it was suggested that Service Headquarters should consider ways and means of affording officers posted in far flung areas particularly in counter insurgency commitments, opportunities to avail of the courses conducted by the USI, specially the contact programme.

**Item III - To Confirm the Minutes of the Last Council Meeting Held on 11 Dec 1997**

7. Progress on the various points made at the last Council Meeting held on 11 Dec 1997 was discussed :-

(a) **War Memorial Book (Para 5 of Minutes)**. The War Memorial Book brought out by Vice Admiral KK Nayyar, PVSM, AVSM (Retd) and Maj Gen Afsir Karim, AVSM (Retd) among others, has been purchased and placed in the Col Pyara Lal Memorial Library. The Director apprised the members that the project of putting the details recorded in the book on a computer floppy with appropriate software for retrieval and display in the library, will be pursued after the purchase of a scanner for the USI, and undertaken together with the process of automation of the library. After some considerable discussion on the lethargy displayed by the Government in regard to the setting up of an appropriate memorial for the war dead of the Armed Forces, it was decided to pursue this aspect with the Government. To this end, a deputation comprising the Vice Chief of the Army Staff, General VN Sharma, Admiral RH Tahillani, Air Chief Marshal Arjan Singh (who is to be requested),





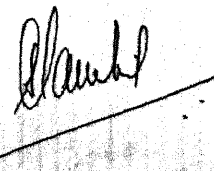
Vice Admiral SC Chopra, Shri JN Dixit, and the Director, would call on the Raksha Mantri and the Prime Minister, if necessary, to hand over a paper expressing the distress of Service community at large, on the issue, together with recommendations on how the Government should pursue the case. The President of the Council in his capacity as the Vice Chief of the Army Staff, was requested to direct the Adjutant General to provide the USI with a position paper on the subject, after which the Director would prepare an appropriate document for submission by the nominated group to the Raksha Mantri and the Prime Minister.

(b) **Realisation of an Old Demand Draft of £ 39 Outstanding since 1992.** The Council was informed that the amount has since been credited to the USI account following an approach made by the USI to the Chairman and Managing Director of the Syndicate Bank.

(c) **Armed Forces Historical Society.** The members of the Council were unanimous in expressing their disappointment that the proposal for setting up an Armed Forces Historical Society had been dropped by the Service HQs. In recognition of the views expressed by various members, the President agreed to have the case re-examined, particularly in context of the fact that neither he nor the present Chairman of the Executive Committee, were fully apprised of the complete details.

(d) **Organisation of Activities in Other Stations.** This was to be discussed in more detail later in the meeting.

(e) **Inter-action with Foreign Institutions.** This was also to be discussed in some detail later in the meeting.



(f) Issue of Notification Regarding Operation of PF Account by USI. Shri AK Luthra, Chartered Accountant, apprised the Council that in view of certain personnel changes that have occurred in the Labour Ministry dealing with the case, the original submission made by the USI cannot be traced. He has since re-submitted the case, and is pursuing it vigorously himself. The Council was also informed that recoveries at 12% are being effected since Oct 1997 as required under the revised provisions that have been promulgated by the Government.

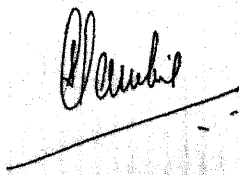
8. The Minutes of the last Council Meeting were then passed. Proposed by Admiral RH Tahliani and seconded by Lt. Gen K Balaram.

**Item IV – To Approve the Accounts and Audit Report for 1997-98**

9. The Balance Sheet of Income Expenditure together with schedules, Auditor's Report and the Director's Report were discussed in some detail and then passed; proposed by Lt. Gen K Balaram and seconded by General OP Malhotra. General Balaram complemented the staff of the USI for compiling the details well, and presenting the various statements unambiguously; this was endorsed by the other members on the Council.

**Item V – To Consider Changes in the Allocation of Interest and Income to Various Funds and Expenditure Thereof.**

10. The note on the allocation of income from various funds and expenditure thereof, and the recommendations submitted by the Director, were discussed at length, and the following directions were given by the Council :-



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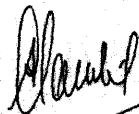
(a) The core fund of the USI would be designated as the "Corpus" and not as the "Capital Fund". All income other than from the conduct of courses, would be credited to this Account.

(b) The Course Fund would continue to be maintained as a separate account with the income generated by course fees credited to this Fund, and all expenditure related to the conduct of courses debited to this Fund. There would be NO re-appropriation from this Fund to any other account, nor would any allocations be made from the Corpus.

(c) Existing balances in the Education Training Fund, Library Fund and Building Fund accounts will remain as they are.

(d) All expenditure on talks, discussions, lectures, seminars, essay competition, publication of the Journal, interaction with other institutions, and other such activities of the USI, would be debited to Education Training Fund with effect from the next financial year. To enable this Fund to meet these commitments, annual allocations would be made by the Council at its meetings. For the year 1999-2000, the Council approved an allocation of Rs.20 lakhs to this Fund.

(e) All expenditure on purchase of books, periodicals, newspapers, automation of the Library and so on, pertaining to the efficient running of the Library, would be debited to the Library Fund with effect from the next financial year. To meet such expenditure, annual allocations would be made to this Fund at Council meetings. For the year 1999-2000, the Council approved an allocation of Rs.10 lakhs.



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(f) The Building Fund would continue to be maintained as a separate head. However, allocations to this Fund would be made by the Council on a case by case basis.

(g) A new fund designated as the "Administrative Fund" would be created, and all expenditure pertaining to aspects like pay and allowances of the staff, administrative expenditure pertaining to the running of the Institution, and so on, debited to this Account. For this purpose, the Council approved an allocation of the anticipated expenditure for year 1999-2000 (Rs. 80 lakhs).

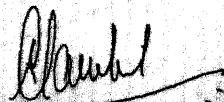
**Item VI - To Appoint the Auditors for 1998-99**

12. The Council approved the appointment of M/s Luthra and Luthra as the Auditors for the year 1998-99. At the recommendation of some of the members, the Council approved the increase of remuneration to the Auditors to a fixed amount of Rs.20,000/- per annum.

**Item VII - To Approve the Revised Estimates for 1998-1999 and Budget Estimates for 1999-2000**

13. The Revised Estimates for 1998-1999 and Budget Estimates for 1999-2000, were considered by the Council and approved after some discussions and clarifications; proposed by General OP Malhotra and seconded by Lt. Gen KP Candeth. Approved Estimates are at Appendix 'B'.

14. It was felt by some of the members that there was a need to carry out a review of the pay structure of the USI staff. After some discussion on the subject, it was decided to recommend to the new Council that a Committee be appointed to undertake such a review, and take further action accordingly.



**Item VIII - Award of MacGregor Medal**

15. During the last meeting, the Council had approved the award of the MacGregor Medal to Sqn Ldr RTS Chinna. The Council discussed at some considerable length, the recommendation made by Air HQ that Sqn Ldr RK Makkar be also awarded the MacGregor Medal. This was NOT agreed to.

16. On the case of Lt. Col NK Kargaokar, the Chairman and members of the Executive Committee explained to the Council the rationale for not recommending the award of MacGregor Medal. However, on the basis of some in-puts during a detailed discussion that followed, it was decided that the case be reviewed by a Committee comprising the Offg DGMT, ACAS (Trg) and Director Naval Training, to whom copies of the classified report on the reconnaissance undertaken would be provided. This Committee would then make its recommendations at a subsequent meeting of the Executive Committee for consideration in due course by the new Council.

**Item IX- To Approve the Subjects and Speakers/Writers for Various Events During 1999**

17. After some detailed discussion on the various suggestions received, the Council approved the following subjects for various events during 1999 :-

- (a) **National Security Lecture**. "A Nuclear Strategy for India"; by Dr Raja Mohan, Strategic Editor, the Hindu.
- (b) **National Security Seminar**. "Privatisation of Support Facilities".

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(c) National Security Paper. "The Terrorism Challenges to India's Security"; Shri MK Narayanan Or Shri Ved Marwaha Or Maj Gen Arjun Ray may be approached to undertake this commitment.

(d) Gold Medal Essay Competition.

(i) Group 'A' - (Open to All Officers). "Surprise and Deception in Modern Warfare".

(ii) Group 'B' - (Open to Majors/Equivalents and below with upto 10 years Service). "The NCC Or Compulsory National Service for two years".

(e) Col Pyara Lal Memorial Lecture. "Human Rights, the Armed Forces and Society in Low Intensity Conflict Commitments"; Shri Virendra Dayal.

**Item X - To Approve and Declare the Results of the Gold Medal Essay Competition 1998**

18. The sealed envelopes of the evaluation of the Gold Medal Essay Competition 1998, were opened by the Director in the presence of all the Council Members. The results are as under :-

(a) Group 'A' - Open to All Officers "Counter Insurgency and Human Rights"

(i) Cdr AN Sonsale, Naval HQ. - First Prize, Gold Medal, Cash award of Rs.2,000/- and entry accepted for Publication in the USI Journal.

(ii) Col RK Bhonsale  
Army HQ (MS-3)

- Second prize; cash award of Rs.1,000/- and entry accepted for publication in the USI Journal.

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(b) Group 'B' - Open to Officers Upto the rank of Major or equivalent ranks in the Navy and Air Force with not more than ten years service - "Concept of Modern Warfare - Are We Prepared".

(i) Maj TD Kumar, 65 Armd Regt - First Prize, Cash award of Rs.2,000/- .

(ii) Maj DN Pandey, 81 Armd Regt - Second Prize; Cash award of Rs.1,000/-.

**Item XI - Review of the Constitution of the USI Centre for Research**

19. The draft of the Revised Constitution of the USICR as endorsed by the Executive Committee, was discussed in detail, and unanimously approved by the Council. Proposed by Lt. Gen K Balaram and seconded by General Rodrigues. The approved Constitution is attached at Appendix 'C'. It was further decided by the Council that the composition of the Board of Management should be undertaken by the new Council at its first meeting.

**Item XII - Associate Membership Rates for Armed Forces Personnel**

20. The suggestion that Sub Maj N Kunju and Sgt (Dr) ON Katiyar who have been given Associate Membership of the USI be allowed concessional rates of annual subscription, was NOT accepted.

*Chand*

**Item XIII – Amendment to Rules and Bye Laws**

21. The Council unanimously approved an amendment to the Rules and Bye Laws of the United Service Institution of India 1997, that at the end of Para 5 of Chapter III of the Rules and Bye Laws, the following be endorsed :-

"The number of vacancies on the Council for civilian members, shall NOT exceed two".

**Item XIV – USI Journal Subscription Rates**

22. It was accepted that rates of subscription for the USI journal be revised upwards. The following rates were unanimously approved by the Council :-

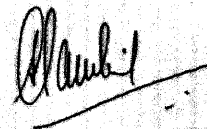
(a)	Single copy	Rs. 75/-
(b)	One year	Rs. 250/-
(c)	Two years	Rs. 500/-
(d)	Three years	Rs. 750/-

**Item XV – Appointment of Chief Instructor**

23. The Council unanimously approved the extension of the appointment of Brig YP Dev as the Chief Instructor for a further period of two years; namely upto 31 Dec 2000.

**Item XVI – Points from Members**

24. **General VN Sharma.** General Sharma proposed that in order to make the USI and other publications available to the wider public, the scope for promoting their sale through established publishing houses be considered. This was discussed at some length. In view of the various connotations involved, it was agreed that this matter would be examined in further detail by the Director and the Executive Committee at its subsequent meetings and pursued accordingly.

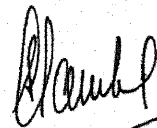


25. **Brig NL Kapur.** Brig NL Kapur had recommended that senior citizens (above 65 years) should not be charged any annual subscription for Ordinary Membership. This recommendation was NOT accepted by the Council.

26. **Lt. Gen EA Vas.** Lt. Gen Vas had recommended that as an alternative to opening chapters in other stations, talks by eminent speakers on important subjects be repeated in various stations with the USI coordinating with local command headquarters/formation headquarters. The Director apprised the Council members that he had received a letter from Maj Gen RN Sen, reviving a proposal for opening of a USI Chapter in Pune. Both aspects were discussed at some length, and it was finally decided by the Council that :-

(a) A start be made on the conduct of USI events in other stations by organising lectures in a couple of selected stations in 1999. The first such request can be initiated for Admiral Shekhawat to deliver a talk similar to the one he delivered in Delhi for the National Security Lecture 1998, at Pune/Chandigarh.

(b) The feasibility of opening a couple of chapters possibly at Pune and Chandigarh in the first instance, be examined in greater detail, and an appropriate working paper be put up for consideration by the Executive Committee at one of its subsequent meetings.



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27. **Brig NB Grant.** Brigadier Grant drew the attention of the Council to the Budget and Revised Estimates of Expenditure to highlight the fact that the proportion on expenditure on USI core activities as compared to other expenditure still remained rather low at 14% plus. He made the point that this expenditure also included expenditure on books and periodicals which were only accessible to the members resident in Delhi. Therefore, it was for consideration whether this needs to be reviewed and some arrangements made for provision for such facilities to members in other station. After some discussion it was decided that the expenditure on books and periodicals for USI Library should continue, as it was an important requirement for access to material by all members, including those on visits from other station and research workers. In so far as the provision of such facilities to outstation members are concerned, as the USI increases its activities in other stations, like conduct of events, and the proposal for opening of USI chapters discussed earlier, the core activities of the USI would automatically receive more allocations.

**Item XVII - Director's Points**

28. The Council unanimously approved the recommendations of the Director for increase of transport allowances to Rs.200/- per month for scale 1 staff and Rs.250/- to others.

29. The Council approved an amendment to the Terms and Conditions of Service, whereby extra ordinary leave may be sanctioned by the Director at his discretion.

30. On the subject of inter-action with foreign institutions, the Council approved the recommendations proposed by the Director as under :-



(a) All events would need to be approved by the Executive Committee.

(b) For visiting teams/individuals from foreign Institutions, the USI would accept the commitment of local hospitality; namely, accommodation, meals and transport within India; a maximum of four persons would be catered for by the USI. Cost of travel to India and return, would be the responsibility of the foreign institution concerned.

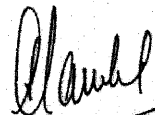
(c) Similarly, for USI teams/groups visiting Institutions abroad, cost of travel from India to the destination country and back, would be borne by the USI; local hospitality would be expected of the host institutions.

(d) Nomination of USI members for participation in visits to foreign institutions, would be undertaken by the Executive Committee. Such teams would not comprise more than four persons.

(e) Recommendations of Service Headquarters in regard to the Institutions they would like inter-action initiated with, will be taken into consideration.

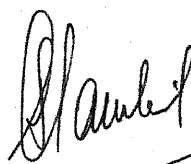
(f) When feasible and to the extent possible, MEA/Service HQ funding would be sought and obtained.

31. Material for the new USI tie was approved. Furthermore, the Council unanimously endorsed the suggestion that the tie should have

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only one USI crest in such a manner that it falls below the tie knot.  
It was also unanimously accepted that the background colour for the tie would be in two shades, namely, Royal Blue and Maroon, to enable members to purchase according to their choice.



(Satish Nambiar)  
Lt. Gen (Retd)  
Director, USI and  
Member Secretary

File No.1078/USI/Council/98

Dated : 31 December 1998.



UNITED SERVICE INSTITUTION OF INDIA  
COUNCIL MEETING ON 17 AND 18 DEC 1998

PRESIDENT'S REPORT FOR 1998

1. Gentlemen, it gives me great pleasure to welcome you to this year's Council Meeting, the last of the present Council. It is my privilege to present the report covering some of the important developments during the year. A copy of the report has been placed on the table and will be included in the Minutes.

Finances

2. Audited accounts for 1997-98, Revised Estimates for 1998-99, and Budget Estimates for 1999-2000, are already with you. A representative of our Chartered Accountants has been invited to clarify any points that you may have.

3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years is as under:-

	<u>As on</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 1996	Rs. 2,18,55,488/-	Rs. 30,20,993/-
(b)	31 Mar 1997	Rs. 2,75,86,488/-	Rs. 57,31,000/-
(c)	31 Mar 1998	Rs. 4,17,36,488/-	Rs. 1,41,50,000/-

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India has not been able to pay since end 96. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. The company has been declared sick and placed under the Board of Industrial and Financial Reconstruction (BIFR). However, being a Government of India Public Sector Undertaking, the money will be realised; interest accrued till realisation will be paid to the USI by the CCI.

5. As on 31 Mar 1998, the Corpus was invested as under:-

(a)	SAIL	Rs. 2,04,58,000/-
(b)	BEL	Rs. 1,77,00,000/-
(c)	UTI	Rs. 3,78,488/-
(d)	ICICI	Rs. 30,00,000/-
(e)	Bank	Rs. 2,00,000/-
		-----
		Rs. 4,17,36,488/-
		=====

6. Income and expenditure figures for the last three years are as under:-

<u>Year</u>	<u>Income</u>	<u>Expenditure</u>	<u>Surplus Transferred to Capital</u>
(a) 1995-96	Rs. 29,61,670	14,50,071	15,11,599
(b) 1996-97	Rs. 57,58,691	30,12,938	27,45,753
(c) 1997-98	Rs. 2,32,83,799	78,91,399	1,53,92,400

7. The above figures do not include the amount of interest transferred to various funds as under:-

(a)	1995-96	Rs. 14,78,259
(b)	1996-97	Rs. 16,79,504
(c)	1997-98	Rs. 10,80,236

#### Membership

8. Membership state as on 31 Oct 1998 was as under:-

(a)	Life Members	-	6146
(b)	Ordinary Members	-	804
(c)	Associate Members	-	35
(d)	Subscriber Members	-	406
(e)	Corporate Members	-	1
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			7392
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#### USI Journal

9. 8000 copies are being printed since Dec 97. 1 CBPO has stopped taking journals since Oct 1998, though officially the facility was denied as far back as 1996. Budget estimates now cater for additional expenditure on this account.

#### Library

10. A large number of books continue to be received complementary and for book reviews. During Dec 1997-Oct 1998, we have purchased 389 books, received 86 books for reviews and 1374 books were presented.

### Seminars

11. The annual National Security Seminar 1998 was held on 18 and 19 Nov 98 on the subject of 'Restructuring of Intelligence Agencies'
12. A Joint USI - Oxford Research Group (UK) seminar on 'The Abolition of Nuclear Weapons-Removing the Obstacles' was conducted at the USI and Neemrana from 2 to 6 Mar 98 with international participation. Seminar proceedings have been published by the Oxford Research Group.

### Lectures/Group and Panel Discussions

13. The second Colonel Pyara Lal Memorial Lecture was delivered on 21 Sep 1998 by Lt Gen EV Vas, PVSM (Retd), on the subject of "The Role of the Armed Forces in a Democracy - A Review of Five Decades of Politico-Military Decision Making." The event was presided over by former President Shri R Venkataraman.
14. The National Security Lecture 1998 is being delivered this evening by Admiral VS Shekhawat, PVSM, AVSM, Vrc (Retd), on the subject of 'The influence of contemporary politics and societal changes on the Indian Armed Forces - likely implications and need for institutional corrective measures'.
15. List of lectures/discussions conducted during 1998 is given at Annexure attached.

### Gold Medal Essay Competition

16. 101 entries were received this year as compared to 51 and 68 respectively during the last two years.

### Research Activities

17. Since the last meeting, an additional chair sponsored by the Ministry of External Affairs has been instituted. A grant of Rs. 9.5 Lakhs was made by the MEA, for this purpose.

18. The status of research fellowships is as under:-

#### (a) First Set (96 - 97).

- (i) Field Marshal KM Cariappa Chair. "Emerging low intensity conflict scenario in India"; Lt Gen VK Nayar, PVSM, SM (Retd) under finalisation.
- (ii) Vice Admiral RD Katari Chair. "Shape and size of the Indian Navy in the early 21st Century"; Vice Adm RB Suri, PVSM, AVSM, VSM (Retd). Published.



(iii) Air Marshal S Mukherjee Chair. "Sustainable defence : harmonising long and short term goals"; Air Mshl Vir Narain, PVSM (Retd). Under publication.

(b) Second Set (98).

(i) Field Marshal KM Cariappa Chair. "How to make a career in the Armed Forces attractive?"; Lt Gen RN Mahajan, PVSM (Retd).

(ii) Vice Admiral RD Katari Chair. "Naval confidence building measures - an Indian approach"; Cdr Vijay Sakhuja.

(iii) Air Marshal S Mukherjee Chair. "The impact of emerging technologies on Air Power"; Air Mshl Bharat Kumar, PVSM, AVSM(Retd).

(iv) Dr. DS Kothari Chair. "Traditional nuclear theology and the South Asian scene"; Rear Adm KR Menon (Retd).

(c) Third Set (98 - 99).

(i) Field Marshal KM Cariappa Chair. "Modernisation of the Chinese Armed Forces (PLA) and its impact on India's national security"; Lt Gen CK Kapur, PVSM, AVSM(Retd).

(ii) Vice Admiral RD Katari Chair. "Information technology - the future warfare weapon"; Lt A Anand, IN.

(iii) Air Marshal S Mukherjee Chair. "India's Aerospace industry in the next millenium"; Air Mshl SR Deshpande, PVSM, AVSM, VM (Retd).

(iv) Dr. DS Kothari Chair. "Emerging global and national information infrastructures and their security implication : an analysis"; Maj Gen Yashwant Deva, AVSM(Retd).

(v) MEA Chair. "India and the regional security environment after Shakti 1998"; Prof Satish Kumar.

(vi) Special Project. "Recent developments in Afghanistan with specific reference to their impact on India"; Shri Surya Gangadharan. Six months.

19. The response for purchase of these research papers has been quite good. The funds position of the USI Centre for Research continues to be good. The investments stand at Rs. 71.10 Lakhs as on 31 Mar 98.

Correspondence Courses

20. The number of students who took the courses during 1997-98 was 2231, as compared to 1959 during 1996-97. The net surplus from courses income for 1997-98 was Rs. 4,64,124/- as compared to Rs. 2,47,664/- last year, and Rs 5,34,163/- two years ago. The results continue to be satisfactory. In the DSSC (Army) 1998 entrance examination, the students who took the USI course obtained 16 competitive vacancies out of 20, and 144 (65%) of the vacancies in the nominated category.

21. Finally, I would like to thank all the members of the present Council who have ably guided the policies of the USI for the last three years, and wish all the best to the new Council.

Annexure  
(Refers to Appendix A)

TALKS AND GROUP/PANEL DISCUSSIONS 1998

Talks

1. 28 Jan 98 Indo-Pak Relations; HE Ashraf Jahangir Qazi High Commissioner of Pakistan.
2. 06 Feb 98 The Armed Forces and Enviromental Protection and Restoration; Maj Gen ED'Souza, PVSM (Retd)
3. 17 Feb 98 Israel's Strategic Environment; Prof Efraim Inbar
4. 27 Feb 98 Ideological Choices in Post Soviet Russia; Prof Madhavan K Palat
5. 11 Mar 98 The Indian Ocean Rim Initiative; HE Jerry M Matsila, High Commissioner of South Africa
6. 25 Mar 98 Sub-Continental Realities at the turn of the Century; Maj Gen Vinod Saighal, VSM (Retd)
7. 30 Mar 98 The Management of Change in the Military; Lt Gen Sir Sam Cowan, KCB, QMG British Army
8. 14 Apr 98 Downsizing of the US Army; General Dennis Reimer, US Army Chief of Staff
9. 22 Apr 98 Developments in Central Asia and their Impact on Security in South Asia; Cmde CU Bhaskar, VSM and Mr P Stobdan of IDSA
10. 01 May 98 The History of the Kurdish Problem and Future Prospects; Professor Dogu Ergil, President of TOSAV (Foundation for the Research of Societal Problems), Turkey.



Sustainable Defence . Harmonising Long and Short terms goals;

Air Marshal Vir Narain, PVSM, AVSM (Retd)

11. 27 May 98
12. 10 Jun 98 Implementation of the Chemical Weapons Convention (CWC);  
Shri CNS Nair, Chairman National Authority on the Chemical Warfare Convention
13. 15 Jul 98 Security Perspective in the Region; His Excellency CM Shafi Sami, High Commissioner of Bangladesh
14. 22 Jul 98 Emerging Low Intensity Conflict Scenario in India; Lt Gen VK Nayar, PVSM, SM (Retd)
15. 29 Jul 98 Insurgency in Assam; Lt Gen SK Sinha, PVSM (Retd)
16. 5 Aug 98 India China Relations - Post Pokharan - II; Shri TCA Rangachari, IFS. Joint Secy (East Asia), MEA
17. 12 Aug 98 From Economic Intelligence to Strategic Intelligence; Maj Gen Vinod Saighal, VSM (Retd)
18. 26 Aug 98 Shape and Size of the Indian Navy in the Early Twenty First Century; Vice Admiral RB Suri, PVSM, AVSM, VSM (Retd)
19. 24 Sep 98 Impressions of a Recent Visit to the People's Republic of China (PRC) ; Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)
20. 13 Oct 98 Germany and Europe in the Post Cold War Era; HE Dr Duchmann, Ambassador of the Federal Republic of Germany
21. 28 Oct 98 Farnborough International Air Show-1998 and Advances in Modern Warfare; Cmde Ranjit B Rai (Retd)

Indian Security Policy after Nuclearisation; Prof Raju GC Thomas,  
Marquette University, USA

22. 05 Nov 98

23. 07 Dec 98

Security Concerns in Europe in Early 21st Century; HE Apostolos  
Tsohatzopoulos, Greek Minister of National Defence.

Panel Discussions

24. 14 Jan 98

Strategic Air Power - Lessons from Operation DESERT  
STORM.

25. 11 Feb 98

A Maritime Strategy for India in the Early 21st Century.

26. 13 May 98

Indian Armed Forces and Society.

27. 28 May 98

India's National Security Strategy - Post Pokharan

28. 24 Jun 98

Welfare of Ex-Serviceman - Creation of a Separate Department

29. 26 Jul 98

Technical Issues Relating of India As a Nuclear Power

30. 01 Jul 98

A Nuclear Doctrine for India

31. 4 Sep 98

Proxy War

32. 9 Sep 98

R & D Dual Use Technologies - National & Economic Security  
Imperatives.

Group Discussion

33. 10 Mar 98

India's Security Concerns and overall Security Perspective  
in South Asia; US AF War College Team.

34. 29 Apr 98

Kashmir Study Group (Prof. Robert G Wirsing and Ambassador  
Howard Schaffer of USA)

35. 6 Nov 98

Cooperation in South Asia through Collaboration in Energy and  
Environment (Dr Shirin Tahir Khalili).

36. 6 Nov 98

NDA Team from Vietnam

Appendix 'B'  
(Refers to Para 13 of Minutes  
of Council Meeting Held on 17 Dec 98)

BUDGET/REVISED ESTIMATES

INCOME

Ser No	Particulars	RE 97-98	Actual Audited 97-98	BE 98-99	RE 98-99	BE 99-2000
1	Entrance Fee	3,50,000	5,67,700	4,00,000	7,50,000	6,00,000
2	Membership Fee	22,00,000	31,05,280	22,50,000	22,50,000	20,00,000
	(a) Life	22,87,200				
	(b) Others	8,18,080				
		<u>31,05,280</u>				
3	Journal Subscription	1,50,000	1,59,734	1,50,000	1,00,000	1,25,000
4	Journal Sale	12,000	16,724	12,000	15,000	15,000
5	Advertisement in Journals	14,000	18,000	14,000	25,000	20,000
6	Publications Sale	6,000	14,696	6,000	16,000	20,000
7	Net Surplus from Courses	4,00,000	4,64,124	4,00,000	6,00,000	5,00,000
8	Hiring of Auditorium and Seminar Rooms	8,00,000	7,67,884	9,00,000	5,50,000	6,00,000
9	Rent	7,63,000	7,71,580	8,25,000	8,25,000	8,50,000
10	Residency/Restaurant Contract	40,60,000	41,51,867	45,00,000	52,40,000	52,80,000
11	Interest, Brokerage, Dividend	28,00,000	47,92,106	21,00,000	30,00,000	32,00,000
12	Grants	1,05,00,000	1,09,50,000	5,00,000	10,00,000	5,00,000
13	Misc Income	15,000	29,432	15,000	15,000	15,000
14	Electricity Payment/Receipt	—	1,55,180	—	—	—
	<b>Total</b>	<u>2,20,70,000</u>	<u>2,60,35,123</u>	<u>1,20,72,000</u>	<u>1,43,86,000</u>	<u>1,37,25,000</u>
	 Expenditure	 1,65,05,500	 1,64,66,743	 1,18,42,500	 1,23,37,500	 1,36,27,500
	Excess Income over Expenditure	55,64,500	90,88,308	2,29,500	20,48,500	97,500



**BUDGET/REVISED ESTIMATES  
EXPENDITURE**

Ser No	Items	RE 97-98	Actual Audited 97-98	BE 98-99	RE 98-99	BE 99-2000
1	Officers Pay & Allowances	2,04,000	2,04,000	2,04,000	2,04,000	2,50,000
2	Transport (Dir)	2,00,000	1,34,452	2,25,000	1,85,000	2,25,000
3	Staff Pay & Allowances	10,50,000	10,65,036	16,00,000	12,00,000	13,00,000
4	CPF Liability	1,20,000	75,061	1,25,000	90,000	1,00,000
5	CPF Interest Liability	45,000	39,532	50,000	50,000	60,000
6	Gratuity	21,000	24,859	20,000	15,000	35,000
7	IT Consultancy	500	-	5,500	5,500	5,500
8	Legal Consultancy	18,000	15,000	24,000	24,000	24,000
9	Building Consultancy	8,000	8,000	12,000	12,000	12,000
10	Printing & Stationery	1,25,000	80,109	1,50,000	1,00,000	1,10,000
11	Postage	30,000	30,027	35,000	35,000	50,000
12	Advertisements	8,000	550	8,000	3,000	3,000
13	Photocopier	12,000	18,967	12,000	21,000	24,000
14	Contingencies	25,000	25,347	25,000	25,000	30,000
15	Telephones	90,000	97,481	60,000	1,25,000	1,50,000
16	Audit Fee	15,000	17,608	15,000	15,000	15,000
17	Exec/Council/Staff Meetings	35,000	37,192	45,000	50,000	50,000
18	Talks/Lectures/Discussions	45,000	46,398	50,000	70,000	1,00,000
19	NS Lecture	25,000	39,076	25,000	20,000	20,000
20	NS Papers	15,000	-	15,000	40,000	30,000
21	NS Seminar	70,000	69,314	75,000	80,000	85,000
22	Essay Competition	12,000	10,436	12,000	25,000	12,000
23	Journal	5,68,000	5,55,978	6,00,000	8,60,000	9,00,000
24	Books and Periodicals	8,00,000	7,06,718	9,00,000	9,00,000	10,00,000
	(a) Books	3,16,303				
	(b) Periodicals	3,90,415				
		<u>7,06,718</u>				
25	News papers	-	9,433	-	12,000	12,000
26	Insurance	60,000	55,575	65,000	65,000	65,000
27	Eqpt Repair & Maintenance	4,00,000	3,72,670	5,00,000	5,00,000	5,50,000
28	Building Maintenance	4,50,000	1,75,444	3,25,000	3,25,000	3,50,000
29	Water	60,000	89,300	70,000	70,000	70,000
30	Electricity/Diesel/Oil	2,00,000	-	9,00,000	12,00,000	15,00,000
31	Pest Control Contract	-	6,000	-	14,000	15,000
32	Security Contract	2,25,000	2,08,737	2,50,000	2,50,000	2,75,000
33	Housekeeping Contract	4,88,000	4,46,880	5,30,000	4,35,000	4,60,000
34	Gardening Contract	1,73,000	1,57,500	1,90,000	1,90,000	2,10,000
35	Electrical Services Contract	2,22,000	2,04,325	2,15,000	2,02,000	2,10,000
36	Loss Write Off	2,000	23,372	5,000	10,000	10,000
37	Capital Expenditure	71,50,000	78,69,678	12,00,000	12,00,000	15,00,000
	(a) Property items	12,76,056				
	(b) Payment to AWHO	65,93,622				
	against outstanding liabilities	<u>78,69,678</u>				
38	Depreciation	33,34,000	34,54,388	28,00,000	32,00,000	32,00,000
39	Interaction with International Institutions	2,00,000	87,087	5,00,000	5,00,000	6,00,000
40	Misc Expenditure	-	5,265	-	10,000	10,000
	(a) Bank Charges	3,349				
	(b) Lamination	1,915				
		<u>5,264</u>				
		<u>1,65,05,500</u>	<u>1,64,67,795</u>	<u>1,18,42,500</u>	<u>1,23,37,500</u>	<u>1,36,27,500</u>

Note: For 97-98 except in case of photocopier expenditure (Ser 13), no other expenditure exceeded RE amount by 20%.

**Appendix C**  
(Refers to Para 19 of Minutes of  
Council Meeting Held on 17 Dec 1998)

**REVISED CONSTITUTION OF THE USI CENTRE FOR RESEARCH**

**Name**

1. The Centre shall be called the USI Centre for Research (USICR).

**Aims and Objectives**

2. To conduct independent specialised research and study into policy problems and provide options relating to National Security issues and matters concerning the Defence Forces in an objective and non-partisan manner taking into account the economic, social, political and technological factors as obtaining in India.

**Management**

3. In order to ensure independence and objectivity, the USICR shall be governed by a Board of Management (BOM) appointed by the USI Council consisting of the following members:-

- (a) Three (one each from the Army, Navy and Air Force) senior retired service officers as far as possible located in Delhi (last appointment should not normally have been less than C-in-C/Vice Chief status). Chairman shall be appointed by the Council.
- (b) One retired member of the IFS not below the level of Secretary.
- (c) Persons who have made a mark in strategic or defence studies or in international relations. Total number not to exceed two.
- (d) Vice Chancellor or a Dean or a senior Professor of a major recognised academic Institution or University/Director, Centre for Policy Research/Director, India International Centre.

- (e) Director, Institute for Defence Studies and Analyses (IDSA).
  - (f) Chairman Joint Training Committee, Director Naval Training and Director Training Air Headquarters.
  - (g) Commandant National Defence College.
  - (h) One distinguished scientist.
  - (j) Director USI will act as the Member Secretary and will be the ex-officio Administrator of the USICR.
- (Total 14)

4. Board of Management's primary responsibility will be to deal with the academic side of the research management, to oversee the progress and ensure quality control of the research projects. It shall be accordingly vested with all the financial and executive powers necessary for the smooth functioning of the Centre. Quorum for the meetings of Board of Management shall be five. Meetings shall be held at least once in every calendar year or as often as required.

5. Board of Management may appoint any other sub-committee on an as required basis and shall have the power to co-opt person/person who need not be members of the Board of Management for specific projects and programmes. The term of Board of members will be three years extendable by another three years: in exceptional cases, where the USI Council considers the continued services of a member particularly useful in pursuing the activities of the Centre for Research, an extension of upto a further three years may be permitted.

#### Tasking

6. The subjects for study may be given to the USI Centre for Research by the Chiefs of Staff Committee, Ministry of Defence, three Service Headquarters, the USI Council or even any other agencies/ministries who have interest in Defence and Strategic Studies. Subjects will



be first examined by the sub-committee so appointed for this purpose as regards their usefulness and also availability of suitable methodology and staff and will make its recommendations to the Board of Management. Board of Management will then scrutinize the proposal that adequate financial backing is available for work in Delhi and for field work in other locations in India. USI Centre for Research will be free to network with like minded institutions in India and abroad to get the best material for research projects.

7. While suggesting subjects for study at the USI Centre for Research, the sponsoring authority i.e. Army, Navy, Air Force Headquarters, Ministry of Defence, Defence Research and Development Organisation (DRDO) and the Ministry of External Affairs (MEA) or the USI Council may also recommend the names of the persons to conduct research (serving or retired) who could be awarded the fellowship by the Board of Management. The sponsoring authority would provide a project paper on the suggested subject and the bio-data of the person recommended for fellowship. The Board of Management will examine the proposal in all aspects and make a final decision about accepting the proposal and grant of fellowship.

8. To begin the activities of the USI Research Centre the Chairman Board of Management may, in the first instance, ask Service Headquarters for proposals for research projects along-with recommended names for the grant of fellowship.

**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING HELD**  
**ON THURSDAY 21 JANUARY 1999**

1. The following members were present :-

- |     |   |          |
|-----|---|----------|
| (a) | Lt Gen Chandra Shekhar, PVSM, AVSM, ADC<br>Vice Chief of the Army Staff and President USI Council         | Chairman |
| (b) | Vice Admiral PJ Jacob, AVSM, VSM<br>Vice Chief of the Naval Staff and Vice President USI Council          | Member   |
| (c) | Air Marshal PS Brar, PVSM, AVSM and Bar, VM<br>Vice Chief of the Air Staff and Vice President USI Council | Member   |
| (d) | Maj Gen Surendra Shah, Vrc, VSM<br>Offg D G M T   | Member   |
| (e) | Cmde Sanjiv Bhasin<br>D N T   | Member   |
| (f) | AVM A Vikram Pethla, Vrc<br>A C A S (Trg)   | Member   |
| (g) | Vice Adm Inderjit Bedi, PVSM, AVSM (Retd)   | Member   |
| (h) | Maj Gen Ian Cardozo, AVSM, SM (Retd)  | Member   |
| (j) | Air Mshl KC Cariappa, PVSM, VM (Retd)   | Member   |
| (k) | Lt Gen RS Dayal, PVSM, MVC (Retd)   | Member   |
| (l) | Shri JN Dixit, IFS (Retd)   | Member   |
| (m) | Air Mshl CV Gole, PVSM, AVSM (Retd)   | Member   |
| (n) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)  | Member   |
| (o) | Maj Gen DK Pallit, Vrc (Retd)   | Member   |
| (p) | Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd)   | Member   |
| (q) | Admiral L Ramdas, PVSM, AVSM, Vrc, VSM (Retd)   | Member   |
| (r) | Lt Gen RK Jasbir Singh, PVSM (Retd)   | Member   |
| (s) | Maj Gen SC Sinha, PVSM (Retd)   | Member   |



- (t) Lt Gen Mathew Thomas, PVSM, AVSM, VSM (Retd) Member
- (u) Shri NN Vohra, IAS (Retd) Member
- (v) Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd) Member Secretary  
Director USI

2. The Chairman Lt Gen Chandra Shekhar, PVSM, AVSM, ADC, Vice Chief of the Army Staff and President USI Council, commenced the proceedings by welcoming all the Council members to the meeting, particularly those who have recently been elected to the Council. He also expressed his great appreciation at the full attendance.

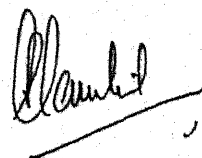
**Item I - To Receive Apologies for Absence**

3. The only absentee was Shri TR Prasad, IAS, the Defence Secretary.

**Item II - To Confirm the Minutes of the Last Council Meeting Held on 17 Dec 98 and Review the Proceedings**

4. The Director reviewed the minutes of the Council meeting held on 17 Dec 1998 in detail for the information of all Council members. Some of the aspects that led to discussion are set out in succeeding paragraphs.

5. There was general agreement that in order to ensure submission of research projects in time by the scholars nominated by the Board of Management of the Centre for Research, it may be desirable to make a certain portion of the payment due to the scholars only after submission of the project. In regard to publishing of the project papers, there was again general agreement that due consideration be given to the feasibility of getting this done through an established publisher who would also then be responsible for marketing

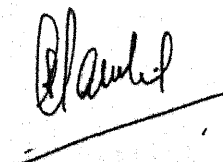




the book. Whereas the Director apprised the members that Service Headquarters and some other selected civilian Institutions have been apprised of the publication of the project as also the ones that are due for completion, Shri NN Vohra recommended that this Intimation be also sent to Universities particularly those that have Defence Departments.

6. On the subject of the decision taken at the Council meeting on 17 Dec 98, that a deputation of our senior members call on the Raksha Mantri and the Prime Minister, to hand over a Memorandum on the subject of the setting up of an appropriate War Memorial, the President of the Council apprised the members of the latest position in regard to the setting up of the National War Museum and a War Memorial. It was generally felt that before the delegation meets the Raksha Mantri or the Prime Minister, it may be a good idea for all or some of them to discuss with Shri NN Vohra aspects pertaining to this issue to get a clearer idea of what has transpired at Governmental level in the course of deliberations on this subject over the last couple of years.

7. The Chairman apprised the Council that the Service Headquarters intended to review the proposal of setting up the Armed Forces Historical Society with a view to reviving the project in its original form; namely under the aegis of the United Service Institution of India. While on the subject, members were apprised that in the meanwhile Maj Gen DK Palit had made an offer some time back to fund Historical Research work through his Private Trust Fund. The Council accepted his generous offer with gratitude. Shri NN Vohra suggested that the Service Headquarters also assess the feasibility of using the Historical Division of the Ministry of Defence.



8. While studying the details of Income/Expenditure and investments made by the USI, the aspect of outstanding dues from the Cement Corporation of India was highlighted. Shri NN Vohra suggested that the USI register itself with the BIFR (Board of Industrial and Financial Reconstruction) as a claimant on the dues from the CCI. There was also some discussion on the subject of the valuation of the USI Building and its assets. There was a view that Insurance of our assets should be on current market rates and not on book value. It was decided that this would be examined in consultation with the Chartered Accountants.

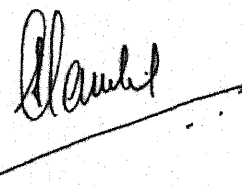
9. On the aspect of the award of the MacGregor Medal, after some discussion, it was agreed that the Executive Committee be delegated the authority to take a decision on the award of MacGregor Medal to Sqn Ldr RK Makkar. It was also agreed that the Executive Committee would decide on the award of Medal to Lt Col NJ Kargaokar.

10. It was unanimously decided that the cash awards for the Gold Medal Essay Competition be increased to Rs.5,000/- for the first prize and Rs.2,500/- for the second prize.

11. The Minutes were then passed. Proposed by Lt Gen AS Kalkat and seconded by Shri JN Dixit.

**Item III - To Decide the Composition of the Board of Management of USI Centre for Research**

12. The Revised Constitution of the Centre for Research was discussed in some detail, and while accepting the Constitution, as approved by the last Council, there were suggestions that it may be desirable in due course, to also draw in qualified persons from other disciplines like economics and social justice affairs, to serve on the Board of Management. In the present instance, it was suggested that



an economist be included in the category of persons who have made a mark in strategic or defence studies or International relations, as there was scope for nominating two persons from this category.

13. On the composition of the Board of Management, there was general agreement that the nominated senior retired service personnel, having completed their term of three years be replaced. Nomination of appropriate replacements was delegated by the Council to the President USI Council and the Director; this would include the nomination of the Chairman of the Board of Management.

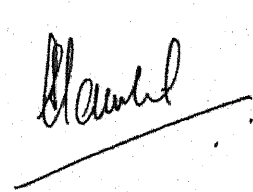
**Item IV - To Nominate Members of the Executive Committee for 1999**

14. The following were nominated as the members of the Executive Committee in addition to the Ex-officio members, namely, Offg DGMT, DNT and ACAS (Trg) :-

- (a) Vice Adm Inderjit Bedi
- (b) Maj Gen Ian Cardozo
- (c) Shri JN Dixit
- (d) Alr Mshl CV Gole
- (e) Lt Gen AS Kalkat
- (f) Maj Gen DK Palit
- (g) Lt Gen VR Raghavan
- (h) Maj <sup>Gen</sup> SC Sinha
- (i) Shri NN Vohra

**Item V - To Review the Pay Structure of the USI Staff**

15. It was agreed that a Sub-Committee comprising the following under the Chairmanship of the Offg DGMT, carry out a review of the pay structure of the USI Staff :-





- (a) Maj Gen SC Sinha
- (b) Vice Adm Inderjit Bedi
- (c) Maj Gen Ian Cardozo

**Item VI - To Approve the Leakage Prevention Work**


16. The Council approved the Leakage Prevention Work at an approximate cost of Rs.52,500/-.

**Item VII - Any Other Points**

17. Air Mshl KC Cariappa queried whether the USI had undertaken micro-filming of valuable books and other documents, as also whether important documents were available for dissemination through Internet and so on. The Director clarified that this aspect was being worked upon and it is intended to undertake the upgradation of the USI capabilities in the following stages :-

- (a) Automation of the Library.
- (b) Simultaneously, provision of Internet facility to enable members to use this in the library.
- (c) Putting the data pertaining to various documents including research projects, seminar proceedings, etc on a USI web site which could be accessed as appropriate.
- (d) Micro-filming of valuable books and documents.

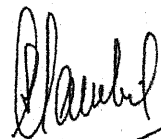
18. While on the subject, Shri NN Vohra suggested that the USI may consider taking up membership of the DELNET so as to avail of the facility of drawing books and periodicals that may not be available with the USI, from other libraries who are also members of DELNET. He suggested that the Director may depute his staff to see the arrangements being implemented at present at the India International Centre.



19. Lt Gen VR Raghavan mentioned that a number of serving officers particularly at junior levels have indicated lack of exposure and awareness on general aspects like the nuclear issue, which are being authoritatively commented upon by many non-specialists. He felt that it may be good for the USI to organise some programmes on security studies by correspondence, if necessary, together with brief contact programme, for our serving officers to over-come this perceived inadequacy. Maj Gen Cardozo went a step further to suggest that may be a team of officers organised by the USI, could go out to other stations to enable more officers to avail such programmes. Many members, however, felt that this would be going well beyond the scope and charter of USI activities, and may be difficult to manage. After some considerable discussion on the subject, it was decided that a Sub-Committee comprising Air Mshl CV Gole, Vice Adm Inderjit Bedi and Lt Gen VR Raghavan together with the Director, examine this aspect in further detail and make recommendations on the feasibility and desirability of undertaking such programmes, and if so, the scope thereof.

20. The sample of the proposed USI tie was circulated. The general consensus was that the USI crest should be of a bigger size, and be embroidered rather than printed.

21. The meeting closed with a vote of thanks to the Chair, proposed by Maj Gen DK Palit seconded by Lt Gen RS Dayal.



(Satish Namblar)  
Lt Gen (Retd)  
Director, USI and  
Member Secretary

File No.1078/USI/Council/99  
Dated: 29 January 1999.

**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON FRIDAY 21 MAY 1999**

1. The following members were present :-

- |     |  |                          |
|-----|--|--------------------------|
| (a) | Lt Gen Chandra Shekhar, PVSM, AVSM, ADC<br>Vice Chief of the Army Staff and President USI Council              | Chairman                 |
| (b) | Air Marshal PS Brar, PVSM, AVSM and Bar, VM, ADC<br>Vice Chief of the Air Staff and Vice President USI Council | Member                   |
| (c) | Maj Gen Surendra Shah, VrC, VSM<br>Offg D G M T  | Member                   |
| (d) | Air Vice Mshl MS Brar, AVSM, VM<br>ACAS (Trg)  | Member                   |
| (e) | Cmde Sanjiv Bhasin<br>D N T  | Member                   |
| (f) | Vice Adm Inderjit Bedi, PVSM, AVSM (Retd)  | Member                   |
| (g) | Air Mshl KC Cariappa, PVSM, VM (Retd)  | Member                   |
| (h) | Air Mshl CV Gole, PVSM, AVSM (Retd)  | Member                   |
| (i) | Maj Gen DK Palit, VrC (Retd)   | Member                   |
| (k) | Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd)  | Member                   |
| (l) | Lt Gen RK Jasbir Singh, PVSM (Retd)  | Member                   |
| (m) | Maj Gen SC Sinha, PVSM (Retd)  | Member                   |
| (n) | Lt Gen Mathew Thomas, PVSM, AVSM, VSM (Retd)   | Member                   |
| (o) | Maj Gen YK Gera (Retd)<br>Offg Director USI  | Offg Member<br>Secretary |

*YK*  
*SK*



2. The Chairman commenced the proceedings by welcoming all the Council members to the meeting. This special meeting of the USI council was convened to consider the resignation put up by Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd), the Director of the USI. The Chairman stated that he had undertaken this assignment in mid 1996 and has done an excellent job. This is known to most members of the Council. The reason why he resigned is linked with a visit to the USI by Dr (Ms) Jaya Lalitha on 27 Mar 99 for briefing on National Security and Defence matters. Consequent to her visit, some eminent people commented adversely, thereby questioning his decision to brief her. He also felt that some senior members may also not be happy with his decision in this regard, which made him feel uncomfortable.

3. The Chairman further stated that the resignation has not been accepted as yet. The case has been discussed with the Chief of the Army Staff as well as the Chief of the Naval Staff and they are of the considered view that Lt Gen Satish Nambiar has done an outstanding job and his resignation should not be accepted. The Vice Chief of the Naval Staff, Vice Admiral PJ Jacob, PVSM, AVSM, VSM, who is out of station, has conveyed through a letter that Lt Gen Satish Nambiar has done a commendable job as Director USI and his resignation should not be accepted. The Chief of the Air Staff is out of station but Air Mshl PS Brar; the Vice Chief of the Air Staff is here and he has conveyed similar views on behalf of the Chief of the Air Staff. Thus the views of the three Service Headquarters are that Lt Gen Satish Nambiar be persuaded not to step down. In case the other members of the Council have similar views and express full faith in him, a resolution to this effect can be passed. Lt Gen Satish Nambiar can then be approached to reconsider his decision.

4. Vice Adm IJ Bedi referred to the USI Executive Committee meeting held on 09 Apr 99, wherein Lt Gen Satish Nambiar had expressed that he would like to step down. The members of the Executive Committee including Maj Gen Ian Cardozo, Shri JN Dixit, Lt Gen AS Kalkat and Shri NN Vohra, who were present; had expressed full confidence in him and suggested that he should not step down. These members could not attend the Council meeting on 21 May 99, but have conveyed their confidence to the Chairman, through others attending the meeting.

5. Maj Gen DK Palit wanted to know whether Dr (Ms) Jaya Lalitha was invited by the USI or she approached the USI for a briefing. It was clarified by the Officiating Director USI that the USI was approached by Shri MD Nalapat on behalf of Dr (Ms) Jaya Lalitha for the briefing. Maj Gen DK Palit suggested that he could write to Lt Gen SK Sinha, Governor of Assam, asking him not to drag the USI into politics. However, some members were not in favour of doing so, as it would lead to unnecessary and undesirable controversy.

6. Lt Gen VR Raghvan referred to a media report which appeared on the front page of the Indian Express of 20 May 99 regarding the resignation of Lt Gen Satish Nambiar and the convening of the meeting of the USI council to discuss the issue. It was felt that some interested party, may be out of jealousy, was deliberately trying to exploit the media to its advantage. The timing of the coverage by the media just a day prior to the Council meeting was a clear indication of such a thing happening. In case Lt Gen Satish Nambiar steps down at this stage, such interested parties will get

*JK*

encouraged and in future even more media pressure will be brought to bear. Even if due to whatever reasons, he wants to step down, he should continue at least for one more year, let the dust on the current issue settle down and then go out, if it is absolutely unavoidable.

7. Air Mshl CV Gole also referred to the media report in the Indian Express, apprehending that a whispering campaign had been instigated amongst some members. He wanted to know if there had been any other pin pricks besides the incident of Dr (Ms) Jaya Lalitha. The Chairman stated that he was only aware of the episode pertaining to Ms Jaya Lalitha.

8. Maj Gen SC Sinha mentioned that he had spoken to Lt Gen Ranjit Singh Dayal, a member of the Council, who could not attend the meeting. He had also expressed full faith in Lt Gen Satish Nambiar.

9. A proposal was mooted that a press release be made conveying unanimous decision of the USI Council expressing full faith and confidence in Lt Gen Satish Nambiar and urging him to continue as the Director of the USI. The proposal was discussed. The majority of the members were not in favour of the press release. It was felt that it would encourage press campaigns in future. Consequently, the effort should be to convey the message that media campaign does not work by ignoring it. In any case the media would find out as to what happened during the Council meeting. After all, no intimation of the USI Council Meeting scheduled for 21 May 99 was given to the media and yet it appeared in Newspapers.

10. Consequent to the deliberations, the USI Council unanimously placed on record its deep appreciation of the selfless and dedicated services rendered by Lt Gen Satish Nambiar, Director of the USI and expressed full faith and confidence in him. It was resolved that Lt Gen Satish Nambiar be asked to continue to do the good job as Director of the USI.

11. The chairman thanked the members for sparing their valuable time and making it convenient to attend the meeting at short notice.

*YK Gera*  
(YK Gera)  
Maj Gen (Retd)  
Offg Director USI  
and Member Secretary

No. 1078/Council (99-2)/USI  
26 May 99

**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING HELD**  
**ON THURSDAY 16 DECEMBER 1999**

1. The following members were present :-

- (a) Lt Gen Chandra Shekhar, PVSM, AVSM, ADC  
Vice Chief of the Army Staff and President USI Council Chairman
- (b) Vice Adm PJ Jacob, PVSM, AVSM, VSM, ADC  
Vice Chief of the Naval Staff and Vice President USI Council
- (c) Air Mshl PS Brar, PVSM, AVSM and Bar, VM, ADC  
Vice Chief of the Air Staff and Vice President USI Council
- (d) Maj Gen Mahesh Vij  
Offg D G M T
- (e) Cmde Sanjiv Bhasin  
D N T
- (f) AVM MS Brar, AVSM, VM  
A C A S (Trg)
- (g) Vice Adm Inderjit Bedi, PVSM, AVSM (Retd)
- (h) Maj Gen Ian Cardozo, AVSM, SM (Retd)
- (j) Air Mshl KC Cariappa, PVSM, VM (Retd)
- (k) Air Mshl CV Gole, PVSM, AVSM (Retd)
- (l) Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)
- (m) Admiral L Ramdas, PVSM, AVSM, VrC, VSM (Retd)
- (n) Lt Gen RK Jasbir Singh, PVSM (Retd)
- (o) Maj Gen SC Sinha, PVSM (Retd)
- (p) Lt Gen Mathew Thomas, PVSM, AVSM, VSM (Retd)
- (v) Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd) Member Secretary  
Director USI





2. Lt Gen Chandra Shekhar, PVSM, AVSM, ADC, Vice Chief of the Army Staff and President USI Council, commenced the proceedings by welcoming all the Council members to the meeting. He particularly took note of the occasion on which the meeting was taking place, namely, Vijay Diwas, in commemoration of the victory of the Armed Forces in the 1971 conflict.

**Item I - To Receive Apologies for Absence**

3. Apologies for absence were received from the following :-

- (a) Lt Gen RS Dayal, PVSM, MVC (Retd).
- (b) Shri JN Dixit, IFS (Retd).
- (c) Maj Gen DK Palit, VrC (Retd).
- (d) Shri TR Prasad, Defence Secretary.
- (e) Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd).
- (f) Shri NN Vohra, IAS (Retd).

**Item II - To Receive the President's Report**

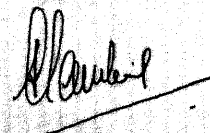
4. The President presented the Annual Report of the USI for the year 1999. The Report is placed at Appendix 'A' attached.

5. On a point raised by Vice Adm IJ Bedi, the aspect of dissemination of the President's Report to the members of the USI was discussed. It was decided that a printed copy of the report would be sent to all life members together with a copy of the next issue of the USI Journal.

**Item III - To Confirm the Minutes of the Council Meetings Held on 21 Jan 1999 and 21 May 1999**

6. The progress on various points made at the earlier Council meetings was reviewed as follows :-

- (a) **War Memorial Book.** The project of putting the details of the book 'Amar Jawan' on computer floppy with appropriate software for retrieval will be pursued after purchase of a "Scanner" for the USI.
- (b) **Issue of Notification Regarding Operation of PF Account By USI.** The matter is pending with Delhi State Government. Shri AK Luthra apprised members of the latest position on the case and expressed the hope that he may be able to get it resolved soon.
- (c) **Organisation of Activities in Other Stations.** Action on this had been initiated with the Western and Southern Commands but events did not fructify because of various developments. This would be pursued more vigorously this year in context of the decisions to be taken on the aspect of "Security Studies," to be discussed later in the agenda.



(d) Payment to Research Fellows. BOM USICR has decided that last quarter fellowship payments will be cleared only after the final project reports are submitted.

(e) Publication of Research Projects from Established Publishers. The BOM has cleared the publication of research work on the subject of 'Traditional Nuclear Theology and South Asian Scene' by Rear Adm Raja Menon (Retd) from Sage Publishers. Subsequent projects will also be similarly considered in due course with other publishers.

(f) Establishment of USI Centre for Armed Forces Historical Research (USI CAFHR). The proposal has again been revived and is to be considered later in the agenda.

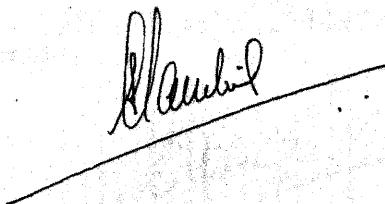
(g) Funding of Historical Research Work at the USI by Maj Gen DK Palit, Vrc. No specific projects have yet been forthcoming.

(h) Library - Microfilming, Automation, Web Site. A web site has been created and automation is in progress; we have joined the DELNET. Microfilming will be undertaken later, after automation is completed.

(i) Security Studies by Correspondence to Increase Awareness Among Serving Officers. A Sub-Committee headed by Air Mshl CV Gole and comprising Vice Adm IJ Bedi, Lt Gen VR Raghavan and the Director, met a few weeks back to discuss the issue. The recommendations would be covered at a later stage in the meeting.

(k) National War Memorial. On a point raised by Air Mshl KC Cariappa to enquire into the progress of the National War Memorial, that was discussed at the earlier meeting, the Chairman clarified that a location at Princes Park Hostel area had been approved as the site for the National War Museum. There has been no progress on the National War Memorial project which was to come up at the India Gate Complex together with a Memorial for Freedom Fighters. He informed the Council that at a recent meeting, the Raksha Mantri had referred to the subject and assured Service Headquarters' that he would try to expedite the project. While on the subject, Admiral Ramdas suggested that the Government should be requested to make a public commitment regarding the construction of the National War Memorial.

7. The Minutes were then passed; proposed by Air Mshl CV Gole and seconded by Air Mshl KC Cariappa.



**Item IV - To Approve the Accounts and Audit Report for 1998-99**

8. The Balance Sheet, Income Expenditure Statements together with schedules, the Auditor's Report and the Director's comments thereon, were discussed and then passed; proposed by Lt Gen RK Jasbir Singh and seconded by AVM MS Brar.

**Item V - To Appoint the Auditors for 1999-2000**

9. The Council approved the appointment of M/s Luthra & Luthra as the Auditors for the year 1999-2000.

**Item VI - To Approve the Estimates for 1999-2000 and Budget Estimates for 2000-2001**

10. The Revised Estimates for 1999-2000 and Budget Estimates for 2000-2001 were considered by the Council and approved after some discussion and clarifications; proposed by Lt Gen Mathew Thomas and seconded by Maj Gen SC Sinha. These are given at Appendix 'B' attached.

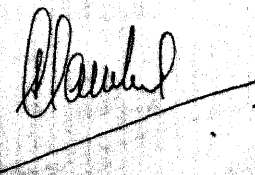
11. The Council approved allocations as under for the year 2000-2001 :-

- (a) Education Fund - Rs. 25 lakhs.
- (b) Library Fund - Rs. 15 lakhs.

**Item VII - To Approve the Subjects and Speakers/Writers for Various Events During 2000**

12. After some detailed discussion on various suggestions received, the Council approved the following subjects for various events during 2000:-

- (a) National Security Lecture. "Sino-Indian Relations in the New Millennium - Challenges and Prospects"; by Ambassador Ranganathan.
- (b) National Security Seminar. "Effectiveness of the National Security Council and Associated Bodies like the National Security Advisory Board".
- (c) National Security Paper. "Rising Fundamentalism - Implications for National Security"; Maj Gen Afsir Karim, AVSM (Retd).
- (d) Gold Medal Essay Competition.
  - (i) Group 'A'-(Open to All Officers). "Exploitation of Space for Military Purposes - An Indian Perspective".





(ii) Group 'B' - (Open to Majors/Equivalents and Below With Upto 10 Years Service). Any one of the following three subjects :-

- (aa) The challenges for junior leaders in the next decade.
- (ab) Emerging regimes of the oceans and exploitation of ocean resources.
- (ac) Evolving joint operations doctrine.

(e) Col Pyara Lal Memorial Lecture. "Trans-regional Movements of Populations - Implications for India's Security"; by Lt Gen SK Sinha, PVSM (Retd).

13. On the recommendations of Air Mshl KC Cariappa and after some detailed discussion, it was agreed that an additional seminar would be run during the year on 'Disaster Management'.

**Item VIII - To Approve and Declare the Results of the Gold Medal Essay Competition 1999**

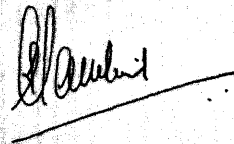
14. The sealed envelopes of the evaluation of the Gold Medal Essay Competition 1999, were opened by the Director in the presence of all the Council Members. The results are as under :-

(a) Group 'A' - Open to All Officers. "Surprise and Deception in Modern Warfare"

- (i) Cdr Tony Chacko - First Prize, Gold Medal, cash award of Rs.5,000/-, certificate, and entry accepted for publication in the USI Journal.  
DSSC, Wellington
- (ii) Cdr S Krishnamurthy - Second prize, cash award of Rs.2,500/- and certificate.  
DSSC, Wellington

(b) Group 'B' - Open to Officers Upto the Rank of Major or Equivalent Ranks in the Navy and Air Force With Not More Than Ten Years Service - "The NCC Or Compulsory National Service for Two Years".

- (i) Lt Suneel D Dogra - First prize, Gold Medal, cash award of Rs.5,000/-, certificate and entry accepted for publication in the USI Journal.  
Signal School, Kochi
- (ii) Lt MC Aiyappa - Second prize, cash award of Rs.2,500/- and certificate.  
16 Maratha LI,  
C/o 56 APO



15. **1998 Competition Results.** Council members were informed that a confirmed case of "plagiarism" and "non-acknowledgment of copyright" had been brought to the notice of the USI in regard to the Gold Medal Prize winning entry for 1998 in the Group A category. It was therefore decided to withdraw the award of Gold Medal and first prize made to Cdr AN Sonsale. Prizes for the 1998 Competition were therefore awarded only to the other three winners; namely Col RK Bhonsale, Maj TD Kumar and Maj DN Pandey.

**Item IX - Points From Members**

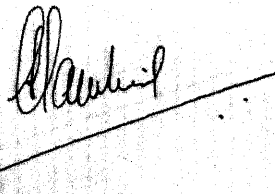
16. Air Mshl KC Cariappa raised the point that the Service HQ, in particular Air HQ, should enlarge the scope and quota for study leave especially to the officers of the Flying Branch, to carry out more broad-based studies to meet the challenges of future warfare. The point was noted by the Vice Chief of the Air Staff.

17. Vice Adm PJ Jacob suggested that in order to encourage Service officers to pursue studies in India and abroad, the USI could be the sponsoring authority, particularly in regard to obtaining scholarships and providing other funds. After some discussion, it was agreed that Naval HQ put up a detailed proposal in this regard, which would be considered in due course by the Executive Committee and the Board of Management for the Centre for Research.

**Item X - Security Studies by Correspondence to Increase Awareness Among Serving Officers.**

18. The Sub-Committee set up for the purpose of studying the proposal for the conduct of security studies programmes by the USI, met under the chairmanship of Air Mshl CV Gole, and analysed the requirement in some detail. It was of the view that the proposal as such was unexceptionable, but needed to be considered in context of the various additional commitments which USI is now being required to undertake; namely, the proposal for the establishment of a Centre for Armed Forces Historical Research, and the correction of Promotion Examination papers. The Sub-Committee was of the view that the scope could cover the following :-

- (a) It is eminently desirable that programmes in some form be organised to enable Service officers to keep themselves abreast of subjects of topical interest.
- (b) This could be considered in combination with the proposal for conduct of USI activities in other stations.
- (c) Conduct of packages on security studies for Members of Parliament and other politicians, heads and senior executives of corporate houses, and media persons, could also be incorporated.



19. In context of the above, the recommendations of the Sub-committee for the conduct of such programmes were as follows :-

(a) In the first instance, put together groups of four to five volunteers from among our members to deal with selected subjects of topical interest; eg, "Evolution of a Strategy to deal with J&K", "Revamping of the Intelligence Apparatus", "India's Nuclear Strategy", "Higher Defence Apparatus" and so on. The members who so volunteer be asked to prepare comprehensive papers on separate aspects of each subject, one of them being nominated as the Coordinator for the group.


(b) In the second stage, as a group, the members be asked to present papers at a seminar, which could be open to all members. Based on the discussions that follow from such presentations, the papers could be refined or modified under the aegis of the Coordinator nominated, and then compiled for publication as a USI document. This document could be made available to formations/units and individuals, both members and otherwise, on payment for wider dissemination of the views expressed.

(c) In the third stage, a couple of members of each group could be asked to visit selected stations for conduct of seminars on the subject worked upon by each of the groups, for attendance by USI members at those stations, and serving officers from local establishments, formations and units. Should other formations, units or establishment in contiguous areas so desire, the same team may visit their locations for conduct of similar presentations on invitation, and subject to their travel, accommodation and meal arrangements being provided for.

(d) The same groups could also organise and conduct packages of appropriate duration on the respective subjects for Members of Parliament, Corporate Houses or the media, from time to time, under the aegis of the USI.

20. The above aspects could be executed and monitored by the Sub-Committee headed by Air Mshl CV Gole, and comprising Lt Gen VR Raghavan, Vice Adm IJ Bedi and the Director. The Sub-Committee could, if so authorised by the Council, decide on the subjects to be covered, select participants, approve financial outlays for travel and so on. The expenditure so incurred could be debited to the Education Fund.

21. The Council unanimously approved these recommendations, and further approved the payment of an appropriate amount for papers submitted by participants of each group, subject to endorsement by the Sub-Committee on a case by case basis.





**Item XI - Establishment of the USI Centre for Armed Forces Historical Research (USI CAFHR)**

22. The proposal submitted by the Service HQ for the establishment of such a Centre was discussed at some length with varying opinions being expressed and observations raised. It was finally decided that the Service Headquarters would review the proposal in its entirety in context of the proposed scope and purpose of such a Centre. The members of the Council, however, were unanimous in accepting the desirability of establishing such a Centre under the USI in principle.

**Item XII - Evaluation of Papers - Promotion Examinations Part 'B' & 'D'.**

23. The proposal submitted by Army HQ for evaluation of Promotion Examinations answer papers by the USI in order to relieve the commitment of serving officers from units being called to Delhi, was accepted by the Council in principle on a trial basis. The Executive Committee and the Director were authorised to work out the details in this regard.

**Item XIII - Other Points**

24. A suggestion made by Maj Gen DK Palit, in a letter addressed to the USI, that the dates for the annual meeting of the Council be re-considered, was discussed at some length. It was generally felt that mid-December was the best period for the meeting, though it was agreed that 16 December should be avoided in view of the fact that it coincided with the 'Vijay Diwas' functions.

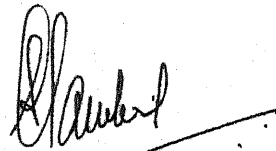
25. The Director brought out to the notice of the Council, the recommendation made by Brig NB Grant that Vice Adm S Mookerjee be considered for giving a lecture on "India's Nuclear Policy". After a brief discussion, it was decided that this suggestion could be taken into account while organising events during the year 2000.

26. Maj Gen SC Sinha recommended that rare books on charge of the USI could possibly be photocopied to enable easy reference by members without damaging the books. The Director was asked to examine the feasibility of undertaking this requirement by the use of scanner once this is purchased for the USI.

27. Maj Gen SC Sinha recommended that the Council re-consider its decision regarding permitting the consumption of Beer and Wine in the Restaurant premises. After a brief discussion, it was agreed that the present arrangements would continue; namely, that 'No liquor would be served in the Restaurant or Banquet Hall'.

*[Signature]*

28. There being no further points, the meeting was then declared closed by the President, with all Council members expressing their gratitude to the Chair for the conduct of the proceedings.



(Satish Nambiar)  
Lt Gen (Retd)  
Director, USI and  
Member Secretary

File No.1078/USI/Council/99

Dated : 24 Dec 1999.

Appendix 'A'  
(Refers to Para 4 of  
Minutes of Council Meeting  
Held on 16 Dec 99)

**UNITED SERVICE INSTITUTION OF INDIA**  
**COUNCIL MEETING ON 16 DEC 1999**  
**PRESIDENT'S REPORT FOR 1999**

1. Gentlemen, it gives me great pleasure to welcome you to this year's annual Council Meeting, the third of the present Council. It is my privilege to present the report covering some of the important developments during the year 1999. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix.

**Finances**

2. Audited accounts for 1998-99, Revised Estimates for 1999-2000, and Budget Estimates for 2000-2001, are already with you. A representative of our Chartered Accountants has been invited to clarify any points that you may have.

3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years is as under :-

	<u>As on</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 1997	Rs. 2,75,86,488	Rs. 57,31,000
(b)	31 Mar 1998	Rs. 4,17,36,488	Rs. 1,41,50,000 *
(c)	31 Mar 1999	Rs. 4,91,87,488	Rs. 74,51,000

\* There were additional grants of Rs. 104.5 Lakhs during 97-98.

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India has not been able to pay since end 96. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. The company has been declared sick and placed under the Board of Industrial and Financial Reconstruction (BIFR), as brought out last year. It appears it will take some more years before this money is realised. Meanwhile we have registered as a claimant before the Company Law Board and BIFR.

*[Signature]*



5. Investment position of Corpus and Research Funds as on 31 Mar 99 was as under:-

	<u>Corpus Fund</u>	<u>Research Fund</u>
(a) SAIL	Rs. 2,04,09,000	Rs. 40,30,000
(b) BEL	Rs. 1,77,00,000	Rs. 26,00,000
(c) UTI	Rs. 3,78,488	-
(d) ICICI	Rs. 91,00,000	Rs. 5,00,000
(e) IDBI	Rs. 11,00,000	Rs. 1,25,000
(f) Bank	Rs. 5,00,000	Rs. 1,50,000
	<u>Rs. 4,91,87,488</u>	<u>Rs. 74,05,000</u>

6. Investment position of other funds as on 31 Mar 99 was as under:-

(a) Col Pyara Lal Memorial Fund	-	Rs. 1,75,000
(b) MacGregor Memorial Fund	-	Rs. 1,20,000
(c) Provident Fund	-	Rs. 8,00,000

7. Corpus income and expenditure figures for the last three years are as under :-

	<u>Year</u>	<u>Income</u>	<u>Expenditure</u>	<u>Surplus</u>
(a)	1996-97	Rs. 57,58,691	30,12,938	27,45,753
(b)	1997-98	Rs. 2,32,83,799	78,91,399	1,53,92,400
(c)	1998-99	Rs. 1,74,80,239	97,85,718 *	76,94,521

\* From 98-99 total income and total expenditure is being shown separately, instead of net amount (items like electricity, water, photocopier etc).

#### Membership

8. Membership state as on 30 Nov 99 was as under:-

(a) Life Members	-	6443 *
(b) Ordinary Members	-	1142
(c) Associate Members	-	60

*[Signature]*

(d)	Corporate Members	-	2 (4)
(e)	Subscriber Members	-	<u>403</u>
			<u>8052</u>

\* Army - 80.5%, Navy - 6.5%, AF - 7.2%, Civ - 5.8%, Serving - 66.2%, Retd - 33.8%.

### USI Journal

9. 8000 copies are being printed. Current price of Rs. 75 per copy came into effect from 01 Jan 99.

### Library

10. Books. During the period 01 Nov 1998 - 31 Oct 1999, we have purchased 497 books, received 140 books for reviews, and 276 books were presented.

11. Internet. The connection was obtained from Feb 98 and has now been extended for use by members from 01 Aug 99. Rs 20 are charged per 15 minute slot.

12. Website. A USI website was commissioned from the first week of Oct 99. It gives essential information about the Institution.

13. DELNET. The Library became a member of the Delhi Library Network from 01 Sep 99. DELNET is also providing technical guidance in data base creation and networking towards library automation. 300 books have been put on the computer. Automation is being done by the USI staff, working backwards from books acquired in 1999.

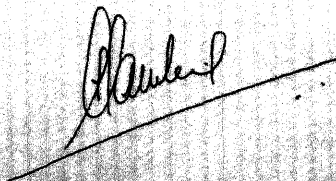
### Seminar

14. The annual National Security Seminar 1999 was held on 10 and 11 Nov 99 on the subject of 'Privatisation of Logistics Support Facilities'.

### Lectures/Group and Panel Discussions

15. The third Colonel Pyara Lal Memorial Lecture was delivered on 21 Sep 1999 by Shri Virendra Dayal, Member National Human Rights Commission, on the subject of 'Human Rights, the Armed Forces and Society in Low Intensity Conflict Commitments'. The event was presided over by Justice Ranganath Mishra, former Chairman NHRC.

16. The National Security Lecture 1999 is being delivered this evening by Dr Raja Mohan, political Editor of the Hindu, on the subject of 'A Nuclear Strategy for India'.



17. List of lectures/discussions conducted during 1999 is given at Annexure '1' attached.

**Gold Medal Essay Competition**

18. 43 entries were received this year as compared to 51,68 and 101 during the last three years.

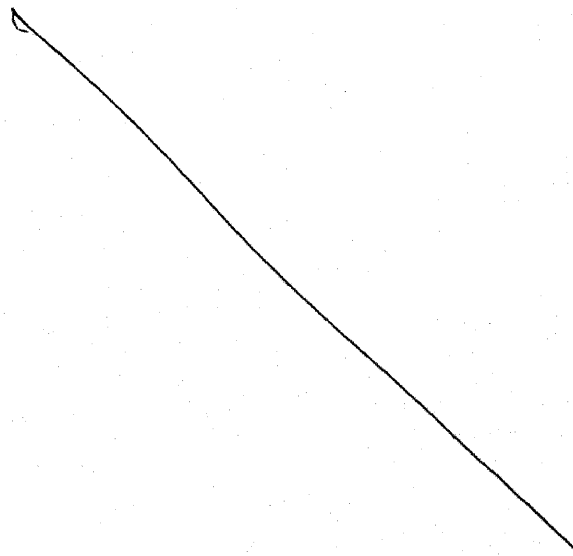
**Research Activities**

19. Details of the fellowships so far awarded and their current status, are given at Annexure '2'.

20. As a result of publicity to formations and units the response for purchase of published research papers has been quite good. Sales figures for three publications so far available for sale are Rs. 9,908/- (till 15 Nov 99) for 176 copies sold.

**Correspondence Courses**

21. The number of students who took the courses during 1998-99 was 2092, as compared to 2231 during 1997-98. The net surplus from courses income for 1998-99 was Rs. 4,45,182/- as compared to Rs. 4,64,124/- last year. The results continue to be satisfactory. In the DSSC (Army) 1998 entrance examination, the students who took the USI course obtained 16 competitive vacancies out of 20, and 144 (65%) of the vacancies in the nominated category. Due to postponement of this year's examination, the results would be available later.



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Annexure '1'  
(Refers to Para 17  
of Appendix 'A')

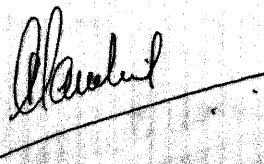
**TALKS AND GROUP/PANEL DISCUSSIONS 1999**

**Talks**

1. 13 Jan 99 The Impact of Emerging Technologies on Air Warfare.  
Air Mshl Bharat Kumar, PVSM, AVSM (Retd).
2. 27 Jan 99 Indigenisation Map 1995-2005.  
Dr G Balachandran.
3. 17 Feb 99 Dealing with China in the 21st Century.  
Maj Gen Vinod Saighal, VSM (Retd).
4. 01 Mar 99 Prospects for Peace in South Asia.  
Prof Parvaiz Iqbal Cheema, Quaid-I-Azam University,  
Islamabad.
5. 03 Mar 99 Pursuit of Excellence through Self Empowerment.  
Lt Gen MM Walia, PVSM, AVSM, SM (Retd).
6. 10 Mar 99 Organisation and Culture Issues of India's Defence  
Technologies and Industrial Base.  
AVM Samir K Sen (Retd).
7. 24 Mar 99 Sino - Indian Relations.  
HE Zhou Gang, Ambassador, People's Republic of  
China.
8. 30 Mar 99 NATO Intervention in Kosovo.  
Prof Raju G Thomas.
9. 07 Apr 99 Current Status of Plant Bio-Technology – A journey  
from Laboratory to Commercialisation.  
Prof Asis Datta, Vice Chancellor JNU.
10. 28 Apr 99 Farnborough and Aero 98.  
Cmde Ranjit B Rai (Retd).
11. 05 May 99 Developments in Eastern Europe in the Post Cold  
War Era and Current Trends.  
HE Andras Dallos, Ambassador, Republic of  
Hungary.



12. 12 May 99 The Impact of Economic Liberalisation on India's Security Concerns and the Need for Harmonisation of National Security with Financial and Development Policy.  
Prof Yoginder K Alagh, M.P.
13. 19 May 99 Indo-Pak Strategic Dialogue – Nuclear Stability.  
Rear Adm KR Menon (Retd).
14. 09 Jun 99 How to make a Career in the Armed Forces Attractive.  
Lt Gen RN Mahajan, PVSM, AVSM (Retd).
15. 23 Jun 99 Recent Developments in Afganisthan with Specific Reference to their Impact on India.  
Shri Surya Gangadharan.
16. 28 Jul 99 Insurgency in the North-East.  
Lt Gen VK Nayar, PVSM, SM (Retd).
17. 11 Aug 99 Remoulding the Sub-Continent.  
Maj Gen Vinod Saighal, VSM (Retd).
18. 18 Aug 99 Emerging Global and National Information Infrastructure and their Security Implications – An Analysis.  
Maj Gen Yashwant Deva, AVSM (Retd).
19. 24 Aug 99 Mass Media and National Security.  
Lt Gen K Balaram, PVSM (Retd).
20. 08 Sep 99 The Organisation and Concept of Employment of Strategic Rocket Forces.  
Lt Gen PK Pahwa, PVSM (Retd).
21. 13 Oct 99 Information Technology – the Future Warfare Weapon.  
Lt Cdr A Anand.
22. 14 Oct 99 Security Scenario - Kargil and Beyond.  
General VP Malik, PVSM, AVSM, ADC, COAS.
23. 27 Oct 99 India and the Regional Security Environment after SHAKTI-II.  
Prof Satish Kumar.
24. 01 Dec 99 Naval Confidence Building Measures.  
Cdr Vijay Sakhuja.



**Panel Discussions**

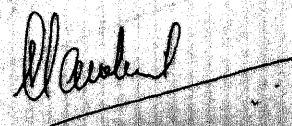
25. 08 Apr 99 Compulsory Military Service for Central and State Government Employees.
26. 25 Jun 99 Examination of a Strategy to Meet Emerging Cyberspace Threats.
27. 02 Jul 99 Beyond Kargil.
28. 01 Sep 99 Radical Restructuring and Integration of the Defence Forces, including the Ministry of Defence.

**Group Discussions**

29. 01 Feb 99 Nuclear Issues that Merit Examination, including Cost of Weaponisation.
30. 04 May 99 The Future of Indo-Pak Relations-De Escalation of Tension and Confidence Building.  
Maj Gen Mahmud Ali Durani (Retd) Pakistan Army.

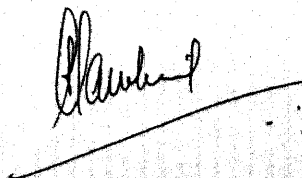
**Visitors' Interaction**

31. 06 Jan 99 Ambassador Robert Oakley.  
National Defence University - INSS Team, USA.
32. 18 Feb 99 Mr Berry Buzan, Resident Professor of International Studies, University of Westminster.
33. 19 Feb 99 French Delegation (Capt de Vaissance de Metz, Col Guillaume and Col Henri Switzer).
34. 22 Feb 99 Ms Sylviya Luks Kalogjera, Croatia Embassy.
35. 23 Feb 99 Mr Pascal Boniface, Director IRIS, Paris.
36. 18 Mar 99 Asst Secretary General, UNO.
37. 19 Mar 99 Maj Gen Shahedul Anam Khan, DG Bangladesh Institute of International and Strategic Studies.
38. 26 Mar 99 Mr Willy Wo-Lap Lam.  
Associate Editor of South China Morning Post.  
Modernisation of the PLA and its role in governance.
39. 27 Mar 99 Dr (Ms) J Jayalalitha, General Secretary, AIADMK.  
Briefing on USI and National Security.

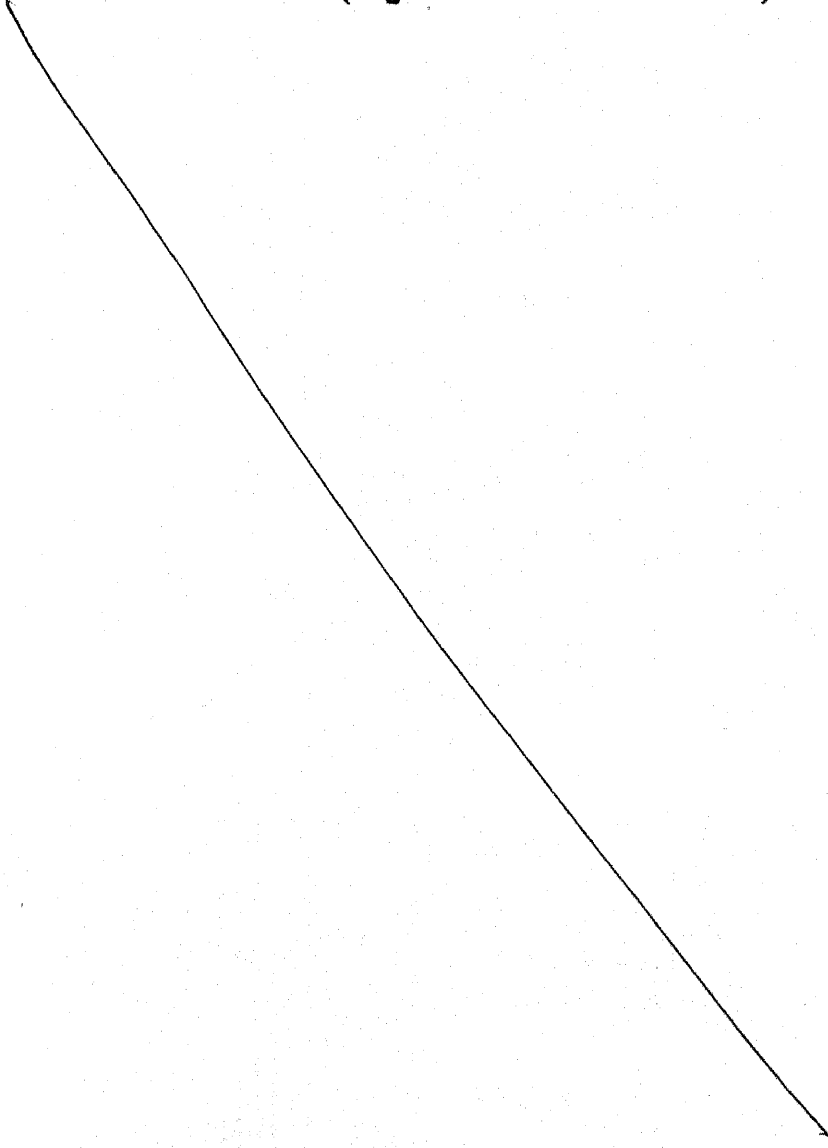




40. 30 Mar 99 HE Hiroshi Hirabayashi, Japanese Ambassador, and  
Defence Intelligence Agency Team, Japan.
41. 31 Mar 99 Mr Mathew Daley, US State Department.  
Trends in Indo-US Relations.
42. 01 Apr 99 Mr Enders Wimbush.  
Director, Strategic Studies, Science Application  
Centre, USA.
43. 25 May 99 French Army Academy Team (Lt Gen Zeller, Staff and  
200 Cadets. Talk by Maj Gen YK Gera on "India's  
Security Concerns".
44. 02 Jun 99 Capt Leif Ahlquist, Project Leader, NDC, Sweden.
45. 02 Jun 99 Mr Christophe Kremmer, Australian Journalist.
46. 15 Jun 99 Senior Associate Henry L Stimson Center,  
Washington. Asian perceptions on PLA Air Force.
47. 16 Jun 99 Dr Murli Manohar Joshi, Union Minister HRD.  
Briefing on USI and National Security.
48. 24 Jun 99 HE Claude Blanchemaison, French Ambassador.
49. 07 Jul 99 HE Claude Blanchemaison, French Ambassador.
50. 08 Jul 99 Command and Staff College Team, Oman  
(Capt Najashi and 33 Students). Talk by  
Lt Gen Satish Nambiar on "India's Security  
Concerns".
51. 07 Sep 99 NDC Team, Bangladesh (Comdt and 26 Officers).  
Discussion on India's Nuclear Strategy.
52. 04 Oct 99 Ambassador Gib Lanpher, National Defence  
University, USA.
53. 05 Oct 99 RCDS Team, UK (Rear Adm HW Rickard and  
16 Officers). Talk by Lt Gen Satish Nambiar on  
"Future Direction and Prospects of Indian Military  
Strategy".
54. 12 Oct 99 Command and Staff College Team, Sri Lanka,  
(Brig HN Halangode and 28 Officers)



55. 15 Oct 99 NDU team, Republic of Korea (21 Officers) Talk by Lt Gen Satish Nambiar on "Broad Parameters of India's Security Strategy".
56. 26 Oct 99 Maj Gen H Shimuzu (Retd)  
Research Institute for Peace and Security, Japan.
57. 07 Dec 99 Lt Gen ML Motou, COS Defence Intelligence,  
South Africa.
58. 08 Dec 99 Command and Staff College Team, Bangladesh  
(Brig KA Ahmed and 43 Officers).



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Annexure '2'  
(Refers to Para 19  
of Appendix 'A')

### USI RESEARCH PROJECTS

#### First Set (96 - 97)

- (a) Cariappa Chair. "Emerging low intensity conflict scenario in India".  
Lt Gen VK Nayar, PVSM, SM (Retd).  
Report under processing.
- (b) Katari Chair. "Shape and size of the Indian Navy in the early 21st Century".  
Vice Adm RB Suri, PVSM, AVSM, VSM (Retd).  
Published.
- (c) Mukherjee Chair. "Sustainable defence : harmonising long and short term goals".  
Air Mshl Vir Narain, PVSM (Retd).  
Published.

#### Second Set (97 - 98)

- (a) Cariappa Chair. "How to make a career in the Armed Forces attractive?".  
Lt Gen RN Mahajan, PVSM (Retd).  
Report under processing.
- (b) Katari Chair. "Naval confidence building measures - an Indian approach".  
Cdr Vijay Sakhuja.  
Completion due in Dec 99.
- (c) Mukherjee Chair. "The impact of emerging technologies on Air Power".  
Air Mshl Bharat Kumar, PVSM, AVSM (Retd).  
Published.
- (d) Kothari Chair. "Traditional nuclear theology and the South Asian scene".  
Rear Adm KR Menon (Retd).  
Under Publication.

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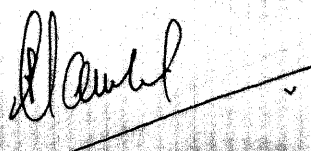


**Third Set (98 - 99)**

- (a) **Cariappa Chair.** "Modernisation of the Chinese Armed Forces (PLA) and its impact on India's national security".  
Lt Gen CK Kapur, PVSM, AVSM(Retd).  
Report awaited.
- (b) **Katari Chair.** "Information technology - the future warfare weapon".  
Lt Cdr A Anand.  
Report awaited.
- (c) **Mukherjee Chair.** "India's Aerospace Industry in the Next Millennium".  
Air Mrshl SR Deshpande, PVSM, AVSM, VM (Retd).  
Report awaited.
- (d) **Kothari Chair.** "Emerging global and national information infrastructures and their security implication : An analysis".  
Maj Gen Yashwant Deva, AVSM(Retd).  
Report awaited.
- (e) **MEA Chair.** "India and the regional security environment after Shakti 1998".  
Prof Satish Kumar.  
Report awaited.
- (f) **Special Project.** "Recent developments in Afghanistan with special reference to their impact on India".  
Shri Surya Gangadharan.  
Published.

**Fourth Set (1999 - 2000)**

- (a) **Cariappa Chair.** "Socio-Ethnic Tensions in the North East India : A Historical Perspective and Effect on National Integrity and Security".  
Lt Gen NS Narahari, PVSM (Retd).
- (b) **Katari Chair.** "Corporatisation of Naval Dockyards".  
Cdr Suresh Malhotra.
- (c) **Mukherjee Chair.** "The Balance Between Strategic and Tactical Application of the IAF in the Future".  
AVM Viney Kapila, AVSM, VrC (Retd).
- (d) **DRDO Chair.** "Transforming to the Information Warfare Paradigm".  
Col RK Bhonsle.
- (e) **MEA Chair.** "Institutional Interest and Input in Security Policy and Decision-Making".  
Maj Ali Ahmed.



Appendix 'B'  
(Refers to Para 10 of  
Minutes of Council Meeting  
Held on 16 Dec 99)

BUDGET/REVISED ESTIMATES  
INCOME

<u>Ser</u> <u>No</u>	<u>RE</u> <u>98-99</u>	<u>Actual</u> <u>Audited</u> <u>98-99</u>	<u>BE</u> <u>99-2000</u>	<u>RE</u> <u>99-2000</u>	<u>BE</u> <u>2000-01</u>
1 <u>Membership.</u>					
(a) Entrance Fee	7,50,000	9,04,150	6,00,000	6,75,000	6,75,000
(b) Life Membership Fees	16,00,000	17,64,150	14,00,000	8,00,000	8,00,000
(c) Annual Subscription	6,50,000	9,22,435	6,00,000	7,00,000	7,00,000
2 Journal Subscription	1,00,000	110,239	1,25,000	1,25,000	1,00,000
3 Journal Sale	15,000	16,152	15,000	20,000	20,000
4 Advertisement in Journals	25,000	23,400	20,000	10,000	10,000
5 Publications Sale (Less Research Papers but incl Digest)	16,000	20,224	20,000	85,000	75,000
6 Net Surplus from Courses	6,00,000	4,45,182	5,00,000	2,25,000	2,25,000
7 Interest, Brokerage, Dividend	30,00,000 (a)	64,86,111 (a)	32,00,000 (a)	51,00,000	50,00,000
8 Grants	10,00,000	12,25,000 (b)	5,00,000	5,00,000	5,00,000
9 Photocopier (Library)	—	22,030 (c)	—	20,000	20,000
10 Internet	—	—	—	1,500	5,000
11 Postage	—	12,189 (c)	—	15,000	15,000
12 Lamination	—	3,995	—	3,000	3,000
13 Hiring of Auditorium and Seminar Rooms	5,50,000	6,66,955	6,00,000	6,00,000	6,00,000
14 Licence Fee	8,25,000	8,32,249	8,50,000	8,90,000	9,50,000
15 Residency/Restaurant Contract (Less Licence Fee, Electricity, Water and Temp Membership)	52,40,000	52,98,375	52,80,000	57,25,000	58,20,000
16 Electricity	—	8,86,507 (c)	—	9,35,000	8,75,000
17 Water	—	33,000 (c)	—	36,000	36,000
18 Misc	15,000	17,227 (d)	15,000	15,000	15,000
<b>Total</b>	<b>1,43,86,000</b>	<b>1,96,89,570</b>	<b>1,37,25,000</b>	<b>1,64,80,500</b>	<b>1,64,44,000</b>
 Expenditure	 1,23,37,500	 1,09,95,476	 1,36,27,500	 1,37,76,000	 1,40,87,500
 Excess Income over Expenditure	 20,48,500	 86,94,094	 97,500	 27,04,500	 23,56,500

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**BUDGET/REVISED ESTIMATES  
EXPENDITURE**

Ser No	Items	RE 98-99	Actual Audited 98-99	BE 99-2000	RE 99-2000	BE 2000-01
<b>Debit Adm Fund</b>						
1	Officers Pay & Allowances	3,89,000	3,10,152	4,75,000	4,75,000	5,00,000
2	Staff Pay & Allowances	12,00,000	10,82,758	13,00,000	13,50,000	14,80,000
3	CPF Liability	90,000	1,07,063	1,00,000	1,25,000	1,30,000
4	CPF Interest Liability	50,000	62,722	60,000	1,00,000	1,25,000
5	Gratuity	15,000	14,192	35,000	35,000	35,000
6	IT Consultancy	5,500	—	5,500	5,500	5,500
7	Legal Consultancy	24,000	24,000	24,000	24,000	24,000
8	Building Consultancy	12,000	11,000	12,000	9,000	12,000
9	Printing & Stationery	1,00,000	54,476 (a)	1,10,000	60,000 (a)	65,000
10	Postage	35,000	15,779 (a)	50,000	20,000 (a)	25,000
11	Advertisements	3,000	—	3,000	3,000	3,000
12	Photocopier (AMC + Paper)	21,000	15,231 (a)	24,000	20,000 (a)	20,000
13	Contingencies	25,000	16,083 (a)	30,000	20,000 (a)	25,000
14	Telephones	1,25,000	99,234	1,50,000	1,25,000	1,50,000
15	Audit Fee	15,000	21,000	15,000	21,000	21,000
16	Exec/Council/Staff Meetings	50,000	74,040	50,000	75,000	75,000
17	Insurance	65,000	28,055 (b)	65,000	65,000	65,000
18	Eqpt Repair & Maintenance	5,00,000	3,89,849	5,50,000	4,50,000	5,00,000
19	Building Maintenance	3,25,000	2,63,015	3,50,000	8,00,000	3,50,000
20	Water	70,000	65,700	70,000	70,000	70,000
21	Electricity	12,00,000	15,90,579 (c)	15,00,000	17,80,000 (c)	20,00,000
22	FOL	—	1,09,556 (c)	—	1,20,000 (c)	1,25,000
23	Pest Control Contract	14,000	9,600	15,000	15,000	15,000
24	Security Contract	2,50,000	2,47,858	2,75,000	3,20,000	3,60,000
25	Housekeeping Contract	4,35,000	4,31,780	4,60,000	4,35,000	4,80,000
26	Gardening Contract	1,90,000	1,80,000	2,10,000	1,90,000	2,10,000
27	Electrical Services Contract	2,02,000	1,82,611	2,10,000	2,00,000	2,20,000
28	Loss Write Off	10,000	1,521	10,000	10,000	10,000
29	Capital Expenditure (Property)	12,00,000	7,47,830	15,00,000	10,00,000	10,00,000

*[Signature]*



Ser No	Items	RE 98-99	Actual Audited 98-99	BE 99-2000	RE 99-2000	BE 2000-01
30	Depreciation	32,00,000	32,30,453	32,00,000	30,00,000	30,00,000
31	Ties	—	—	—	62,500	
32	Misc Expenditure	10,000	7,550 (d)	10,000	10,000	10,000
	<u>Debit Education Fund</u>					
33	Talks/Lectures/Discussions	70,000	54,259	1,00,000	75,000 (e)	1,00,000
34	NS Lecture	20,000	7,800	20,000	20,000	20,000
35	NS Papers	40,000	19,821	30,000	30,000	30,000
36	NS Seminar	80,000	24,341	85,000	55,000	75,000
37	Essay Competition	25,000	14,293	12,000	94,000	20,000
38	Journal	8,60,000	8,98,774	9,00,000	9,00,000	10,00,000
39	Digest	—	54,936	—	1,10,000	1,20,000
40	Interaction with International Insts	5,00,000	2,000	6,00,000	4,00,000	5,00,000
	<u>Debit Library Fund</u>					
41	Books	9,00,000	3,20,352 (f)	10,00,000	6,75,000 (f)	6,75,000
42	Periodicals	—	1,41,577 (f)	—	3,25,000 (f)	3,25,000
43	News Papers	12,000	10,310	12,000	12,000	12,000
44	Printing & Stationery	—	14,985 (a)	—	25,000	30,000
45	Photocopier (AMC + Paper)	—	16,974 (a)	—	20,000	20,000
46	Postage	—	12,465 (a)	—	15,000 (a)	15,000
47	Internet/DELNET	—	—	—	15,000	25,000
48	Contingencies	—	8,892 (a)	—	10,000 (a)	10,000
		1,23,37,500	1,09,95,476	1,36,27,500	1,37,76,000	1,40,87,500

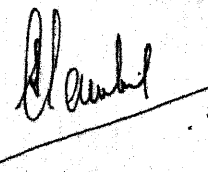
Allotment for 1999-2000. Adm Fund - Rs. 80 Lakhs, Edn Fund - Rs. 20 Lakhs, Lib Fund Rs.- 10 Lakhs



**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 20 DECEMBER 2000 AT 1030 H AT USI**

1. The following members were present :-

- |     |   |                     |
|-----|---|---------------------|
| (a) | Vice Adm PJ Jacob, PVSM, AVSM, VSM, ADC<br>Vice Chief of the Naval Staff and<br>President USI Council                 | Chairman            |
| (b) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM<br>Vice Chief of the Army Staff and<br>Vice President USI Council                | Member              |
| (c) | Air Mshl Vinod Patney,<br>SYSM, PVSM, AVSM, VrC, ADC<br>Vice Chief of the Air Staff and<br>Vice President USI Council | Member              |
| (d) | Maj Gen Avinash K Sarwate<br>Offg DGMT  | Member              |
| (e) | Cmde AS Bajwa<br>DNT  | Member              |
| (f) | Air Vice Mshl Manprit Singh Brar, AVSM, VM<br>ACAS (Trg)  | Member              |
| (g) | Maj Gen Ian Cardozo, AVSM, SM(Retd)   | Member              |
| (h) | Air Mshl KC Cariappa, PVSM, VM(Retd)  | Member              |
| (j) | Lt Gen RS Dayal, PVSM, MVC(Retd)  | Member              |
| (k) | Shri JN Dixit, IFS(Retd)  | Member              |
| (l) | Air Mshl CV Gole, PVSM, AVSM(Retd)  | Member              |
| (m) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM(Retd)   | Member              |
| (n) | Maj Gen DK Palit, VrC(Retd)   | Member              |
| (o) | Lt Gen VR Raghavan, PVSM, UYSM, AVSM(Retd)  | Member              |
| (p) | Lt Gen RK Jasbir Singh, PVSM(Retd)  | Member              |
| (q) | Maj Gen SC Sinha, PVSM(Retd)  | Member              |
| (r) | Lt Gen Mathew Thomas, PVSM, AVSM, VSM(Retd)   | Member              |
| (s) | Shri NN Vohra, IAS(Retd)  | Member              |
| (t) | Lt Gen Satish Nambiar, PVSM, AVSM, VrC(Retd)<br>Director, USI   | Member<br>Secretary |



2. Shri AK Luthra (Chartered Accountant) and Col Jagmohan (Legal Adviser) were in attendance till Item IV.

3. Vice Adm PJ Jacob, Vice Chief of the Naval Staff and President USI Council commenced the proceedings by welcoming all members to the meeting.

**Item I - To Receive Apologies for Absence**

4. Apologies for absence were received from the following members :-

- (a) Shri Yogendra Narain, IAS  
Defence Secretary.
- (b) Vice Adm Inderjit Bedi, PVSM, AVSM (Retd).
- (c) Admiral L Ramdas, PVSM, AVSM, Vrc, VSM (Retd).

**Item II - To Receive the President's Report**

5. The President presented the annual report of the USI for the year 2000. A copy of the report is placed at Appendix 'A' attached.

6. The following points were raised :-

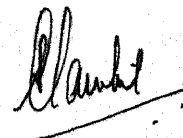
- (a) In context of the point made regarding automation of the Colonel Pyara Lal Memorial Library, Maj Gen SC Sinha suggested that rare books held on the charge of the Library should be put on the computer at the earliest.
- (b) Commenting on the membership of the USI, Air Mshl KC Cariappa, made the point that participation by officers of the Air Force in the USI activities needed to be further encouraged. Air Mshl Vinod Patney noted the point made.
- (c) In context of the development of a website of the USI, Lt Gen Mathew Thomas, recommended that the website be regularly monitored to prevent hacking or unauthorised use.

7. The report was then adopted by the Council.

**Item III - To Confirm the Minutes of the Council Meeting Held on 16 Dec 99**

8. The progress on various points made at earlier Council Meetings was reviewed as follows :-

- (a) War Memorial Book - Amar Jawan. Members were apprised that scanning of the book Amar Jawan has since been completed and utility programming is in hand.





(b) Issue of Notification Regarding Operation of Provident Fund Account by the USI. Shri Luthra apprised the members of the action being taken to pursue the case with the Delhi State Government. As things stand, there does not appear to be much progress in the matter.

(c) Organisation of Activities at Other Stations. It has not been possible to organise activities at other stations as yet for various reasons. However, members were informed that the Director has been in touch with some of our members from Chandigarh, Pune and Bangalore to obtain their co-operation in the conduct of USI activities in these stations in due course. It is intended that this aspect be pursued more vigorously in the following year. Vice Adm PJ Jacob suggested that Chennai be also included as a station for such activity. He undertook to suggest the name of one of the USI members in Chennai who could possibly be asked to assist in this regard.

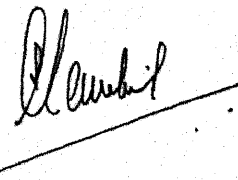
(d) Payment to Research Scholars. Members were apprised that to ensure timely submission of project reports undertaken at the Centre for Research, the Board of Management had revised the system of payment to Research scholars; Rs. 10,000/- on commencement, Rs. 30,000/- after presentation of the project (usually nine months after the commencement of the project) and Rs. 38,000/- after submission of the project report. While on the subject, members were of the view that it may be desirable to also give an honorarium to serving officers who undertake projects at the Centre for Research; the amount to be paid could be decided by the Board of Management at its next meeting.

(e) Publication of Research Project Reports by Established Publishers. This has been instituted and three books have already been published through M/s Sage Publishers and Ocean Books. Three more are under publication by recognised publishers.

(f) Library Automation. Details of 3,600 books have been put up on the computer by our own staff. However, to speed up the process, a turn-key project is under finalisation. The aspect of micro-filming would be considered once the automation is complete.

(g) Security Studies. This aspect was discussed in some detail. A suggestion made that serving officers be associated with such studies was discussed at length and various views expressed. It was finally decided that the Sub Committee nominated to pursue this aspect, should deliberate on such participation by serving officers and incorporate them in studies where feasible. In any case, the conduct of such studies should be initiated as early as feasible.

(h) Disaster Management Seminar. Members were apprised that such a seminar could not be held during the year due to scheduling problems. However, an International Peacekeeping Seminar was conducted in mid September 2000.



(i) Sponsoring of Studies in India and Abroad. Whereas the proposal made by Naval Headquarters regarding USI sponsorship for serving officers undertaking studies in India and abroad was feasible, financing of such projects cannot be undertaken by the USI. Naval Headquarters had been informed accordingly.

9. The minutes were then passed; proposed by Shri JN Dixit and seconded by Maj Gen SC Sinha.

**Item IV - To Approve the Accounts and Audit Reports for 1999-2000**

10. The Balance Sheet, Income and Expenditure Statements together with schedules, the Auditor's Report and the Director's comments thereon, were considered by the members. Upon a query by Shri NN Vohra for the reason for asking the bankers to communicate the bank balances directly to the auditors, Shri Luthra explained that this was desirable in order to ensure that no manipulations take place. The point was accepted by the Council. Creation of a new fund called the 'Reserve Against Bad Debts' by transferring to Rs. 10 Lakhs annually from the Corpus for an initial period of five years, and transfer of Rs. 4,04,604/- from the Corpus to the Provident Fund account were approved.

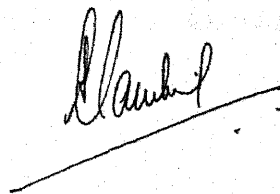
11. Shri NN Vohra complimented the USI staff for the excellent maintenance of accounts and their presentation to the Council, and urged the Council to approve the same. The Council unanimously approved the accounts.

**Item V - To Appoint the Auditors for 2000-01**

12. The Council approved the appointment of M/s Luthra and Luthra as Auditors for 2000-01. An increase of Rs. 5,000/- in the annual remuneration as recommended by the Executive Committee, was also approved.

**Item VI - To Approve the Revised Estimates for 2000-01 and Budget Estimates for 2001-02**

13. The revised estimates for 2000-01 and budget estimates for 2001-02 were considered by the Council and unanimously approved. These are given at Appendix 'B' attached. It was suggested by some members that it would be preferable to reflect surpluses in budget and revised estimates as conservatively as possible. Parts of the income could be apportioned under separate heads like 'Depreciation' and 'Reserve Against Bad Debts' and so on for the purpose. The advice of Chartered Accountant could be sought in this regard.



**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 20 DECEMBER 2000 AT 1030 H AT USI**

Line 1 of Para 14 of Minutes dated 29 Dec 2000 may be deleted and replaced as under :-

" The Council approved allocation of Rs. 30 Lakhs towards the Adm Fund for the year 2000-01, and for the year 2001-02 as follows" :-

1078/USI/Council/2000  
02 Jan 2001

Shaw

(Satis Nambiar)  
Lt Gen (Retd)  
Director USI and  
Member Secretary

1. The above estimates for 2000-01 and budget estimates for 2001-02 were prepared on the basis of the information available at the time of preparation. It is hereby stated that it would be preferable to refer to the above estimates as conservative estimates, if possible. Part of the above estimates may be revised in the light of the information and documents received. The above estimates are for the purpose of the above report. The above estimates are for the purpose of the above report.



**Item VII - Allotment of Funds**

14. ~~The Council approved allocation of funds for the year 2001-02 as follows :-~~

- (a) Adm Fund - Rs. 30 Lakhs.
- (b) Education Fund - Rs. 15 Lakhs.
- (c) Library Fund - Rs. 10 Lakhs.

15. In this context, it was suggested by Shri NN Vohra that some re-appropriation of these allocations could be undertaken during the year, should the need arise. This aspect could be deliberated upon during the next meeting the Executive Committee and an appropriate decision taken.

**Item VIII - To Approve the Subjects and Speakers/Writers for Various Events During 2001**

16. After some detailed discussion on the various suggestions received, the Council approved the following subjects for the events during 2001 :-

- (a) **National Security Lecture.** "Role of the Armed Forces in the Formulation of India's Foreign Policy"; by Shri JN Dixit, IFS (Retd).
- (b) **Colonel Pyara Lal Memorial Lecture.** "Role and Responsibility of the State Civil and Armed Police in National Security Management"; by Shri NN Vohra, IAS(Retd).
- (c) **National Security Seminar.** "Self Reliance in the Processes of Defence Production; including Involvement of the Private Sector".
- (d) **National Security Paper.** "Synergy Between Media and the Armed Forces as an Imperative of National Security"; by Shri Shekhar Gupta.
- (e) **Gold Medal Essay Competition.**
  - (i) **Group 'A' - Open to All Officers.** "Managing Change in the Indian Armed Forces".
  - (ii) **Group 'B' - Open to Officers Upto the Rank of Major or Equivalent Ranks in the Navy and Air Force with Not More Than Ten Years Service.** "Economic Power as a Concomitant of Military Power".

*[Signature]*

**Item IX - To Approve and Declare Results of the Gold Medal Essay Competition 2000**

17. The sealed envelopes of the evaluation of the Gold Medal Essay Competition were opened by the Director in the presence of all the Council members. The results are as under :-

(a) **Group 'A' - Open to All Officers - "Exploitation of Space for Military Purposes - An Indian Experience".**

- |      |   |   |  |
|------|---|---|--|
| (i)  | Col AK Lal<br>(Punjab Regt)<br>Director PP (NB CW)<br>Army HQ | - | First Prize : Gold Medal and cash award of Rs. 5,000/-, and entry accepted for publication in the USI Journal. |
| (ii) | Maj Suyash Sharma<br>(Signals)<br>54 Inf Div Sig Regt         | - | Second Prize : cash award of Rs. 2,500/-.  |

(b) **Group 'B' - Open to Officers Upto the Rank of Major or Equivalent Ranks in the Navy and Air Force with Not More Than Ten Years Service - "The Challenges for Junior Leaders in the Next Decade".**

- |      |  |   |   |
|------|--|---|---|
| (i)  | Lt Balakrishnan<br>Gurumurthy, IN<br>INS Anjadip | - | First Prize : Gold Medal, cash award of Rs. 5,000/-, and entry accepted for publication in the USI Journal. |
| (ii) | Capt V Guleria<br>(Engrs)<br>CME                 | - | Second Prize : cash award of Rs. 2,500/- and certificate.   |

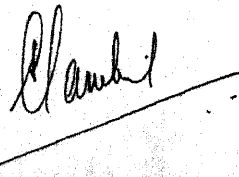
(c) **Consolation Prizes.**

(i) **Group B-2 - "Emerging Regimes of the Oceans and Exploitation of Oceans Resources"**

- |                                   |   |                           |
|-----------------------------------|---|---------------------------|
| Capt JPS Johal<br>(EME)<br>MC EME | - | Cash award of Rs. 1,000/- |
|-----------------------------------|---|---------------------------|

(ii) **Group B-3 - "Evolving Joint Operations Doctrine."**

- |                                  |   |                            |
|----------------------------------|---|----------------------------|
| Capt Dhanajeet Huidrom<br>2/8 GR | - | Cash Award of Rs. 1,000/-. |
|----------------------------------|---|----------------------------|



**Item X - USI Centre for UN Peace Keeping (USI CUNPK)**

18. The Council members were apprised of the background of the decision to set up a UN Peace Keeping Centre under the aegis of the USI. A brief perspective of the aims and objectives of the Centre, and the proposed composition of the Board of Management were explained. Air Mshl Vinod Patney, expressed the view that the representation of the Air Force on the Board of Management appears to be inadequate. After some discussion, it was agreed that ACAS(Ops) and ACNS (Ops) would be co-opted as ex-officio members in addition to those already suggested. Similarly, it was unanimously accepted that in addition to Lt Gen AS Kalkat and Vice Adm Inderjit Bedi as nominated members, Air Mshl KC Cariappa would also be included in this category.

19. The Council then unanimously ratified the decision of the Executive Committee to set up the Centre for UN Peace Keeping under the aegis of the USI.

**Item XI- To Nominate Three Members of Board of Management of USI Centre for Armed Forces Historical Research (USI-CAFHR) And One of These as Chairman**

20. After a brief discussion, the Council unanimously approved the nomination of the following to the Board of Management of the USI CAFHR :-

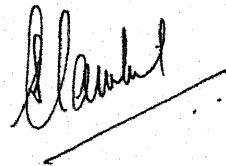
- |     |                        |   |           |
|-----|------------------------|---|-----------|
| (a) | Lt Gen Mathew Thomas   | - | Chairman. |
| (b) | Vice Adm Inderjit Bedi | - | Member.   |
| (c) | Air Mshl Bharat Kumar  | - | Member.   |

**Item XII - Interaction with Other International Institutions**

21. A supplementary point submitted by Army Headquarters regarding interaction with other international institutions was taken up. It was clarified that a decision to this effect already exists, and it was agreed that greater authority be delegated to the Director to pursue initiatives within the sanctioned budget.

22. The Director apprised the Council of the proposals/initiatives that are already in hand in this context. These are as follows :-

- (a) A return visit in October 2001 by the National Centre for Middle East Studies, Cairo.
- (b) A visit by a four member delegation from the Chinese Institute for International Strategic Studies; possibly in March 2001.
- (c) A tentative approach made by the Institute for National Strategic Studies of the National Defence University in Washington for interaction on the subject of Peacekeeping.





(d) A proposal by the International Committee of the Red Cross for the conduct of a Regional Conference on the subject of "Law of Armed Conflict." On this aspect, Air Mshl Vinod Patney suggested that the proposal be deliberated upon in more detail, after relevant papers are sent to the three Vice Chiefs.

(e) A proposal by the UN AIDS programme for the conduct of a Regional Conference at the USI.

(f) Members were also apprised that a proposal for interaction with Pakistani Institutes was already under consideration, but has been placed on hold for the time being due to the prevailing atmosphere on the sub continent. At an appropriate time such interaction could be initiated with Pakistani Institutes of some standing.

23. A suggestion was made that when such interaction takes place, where feasible, some events may be organised at selected stations other than Delhi also.

#### Item XIII - Points from Members

24. Maj Gen SC Sinha suggested review of some of the allowances paid to the USI Staff like transport allowance and festival advance. It was clarified by the Director that the aspect of an increase in transport allowance of the staff was intended to be brought up by the Director himself for the approval of the Council. The Council approved the revised rates of transport allowance wef 01 Jan 2001 as follows :-

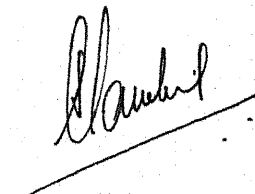
- |     |                        |   |           |
|-----|------------------------|---|-----------|
| (a) | Staff in Scale 1       | - | Rs. 300/- |
| (b) | Staff in Scales 2 to 6 | - | Rs. 400/- |

25. The Council accepted the suggestion of Maj Gen SC Sinha that the amount of festival advance that may be drawn by the staff members be increased to Rs. 1,500/-.

26. Other aspects pertaining to allowances may be considered in due course by the Finance Sub - Committee as an overall package when the next review is carried out of the pay and allowances of the USI staff.

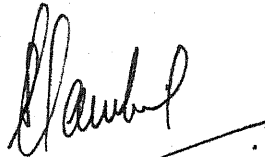
#### Item IV - Additional Points by the Director

27. The Director brought to the notice of the three Vice Chiefs and the Directors of Training, the aspect of inadequate attendance by serving personnel at USI functions, and suggested that they may wish to personally look into this matter.



28. The USI Manual incorporating all standing operating procedures at the USI, and the various provisions of the Rules and Byelaws as amended from time to time by the USI Council, has been prepared. A copy of the Manual was placed at the meeting venue for perusal by Council members who wish to do so.

29. Suggestions of Council Members were obtained on format of a Home Page for the USI Website from among three proposed options. After some discussion, the home page depicting the complete outline of the USI Crest without any photograph of the premises was approved.



(Satish Nambiar)  
Lt Gen (Retd)  
Director USI and  
Member Secretary

1078/USI/Council/2000  
29 Dec 2000

Appendix - A  
(Refers to Para 5 of  
Minutes of Council Meeting  
held on 20 Dec 2000)

### PRESIDENT'S REPORT FOR 2000

1. Gentlemen, it gives me great pleasure to welcome you to this year's annual Council Meeting. It is my privilege to present the report covering some of the important developments during the year 2000. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix. Copies will subsequently be forwarded to Life Members also.

#### Finances

2. Audited accounts for 1999-2000, Revised Estimates for 2000-01, and Budget Estimates for 2001-2002, are already with you. Our Chartered Accountant has been invited to clarify any points that you may have.

3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years was as under :-

	<u>As On</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 1998	Rs. 4,17,36,488	Rs. 1,41,50,000 ☆
(b)	31 Mar 1999	Rs. 4,91,87,488	Rs. 74,51,000
(c)	31 Mar 2000	Rs. 5,79,48,488	Rs. 87,61,000

☆ There were additional grants of Rs. 104.5 Lakhs during 97-98.

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India has not been able to pay since end 96. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. The company has been declared sick and placed under the Board of Industrial and Financial Reconstruction (BIFR), as brought out last year. It appears it will take some more years before this money is realised. Meanwhile we have registered as a claimant before the Company Law Board and BIFR. The Auditors have recommended that a new fund called the 'Reserve Against Bad Debts' may be created, so that the burden of writing them off, should such a situation arise, is not felt in any one year. It is therefore proposed to create this fund by transferring Rs. 10 Lakhs from Corpus Fund annually for five years, and review the situation periodically.



5. Investment details of Corpus and Research Funds as on 31 Mar 2000 are as under :-

	<u>Corpus Fund</u>	<u>Research Fund</u>
(a) SAIL	Rs. 1,19,70,000	Rs. 15,60,000
(b) BEL	Rs. 1,92,00,000	Rs. 41,00,000
(c) UTI	Rs. 3,78,488	-
(d) ICICI	Rs. 1,94,00,000	Rs. 20,25,000
(e) IDBI	Rs. 30,00,000	Rs. 1,25,000
(f) HDFC Bank	Rs. 40,00,000	-
	<u>Rs. 5,79,48,488</u>	<u>Rs. 78,10,000</u>

6. Investment position of other funds as on 31 Mar 2000 was as under :-

(a) Col Pyara Lal Memorial Fund	-	Rs. 1,75,000
(b) MacGregor Memorial Fund	-	Rs. 1,20,000
(c) Provident Fund	-	Rs. 11,34,000

#### Membership

7. Membership state as on 31 Oct 2000 was as under :-

(a) Life Members	-	6688	☆
(b) Ordinary Members	-	999	
(c) Associate Members	-	66	
(d) Corporate Members	-	2 (4)	
(e) Subscriber Members	-	400	

☆ Army - 5364 (80.2%), Navy - 433 (6.5%), AF - 499 (7.5%),  
Civ - 392 (5.8%), Serving - 4390 (65.6%), Retd - 2298 (34.4%).

#### USI Journal

8. 8500 copies are being printed. Current price of Rs. 75 per copy came into effect from 01 Jan 99 and is continuing.

#### Library

9. Books. During the period 01 Nov 1999 - 31 Oct 2000, we have purchased 565 books, received 93 books for reviews, and 974 books were presented to the Library.

10. Internet. The connection was obtained in Feb 98 and facility extended for use by members from 01 Aug 99. Rates for their use were reduced in Sep 2000.

11. Website. The first website commissioned in Oct 1999 was on a free portal and not convenient to access. A more comprehensive site, more easily accessible and in our own registered domain name is being commissioned shortly.

12. DELNET. The Library continues to be a member of the Delhi Library Network from 01 Sep 99. DELNET has been providing technical guidance in data base creation and networking towards library automation. 3500 books have been put on the computer. Automation so far was being done by the USI staff, working backwards from books acquired in 1999. In order to speed up the project, a turn key project is being awarded to complete the work within six months.

### Seminars

13. National Security Seminar. This was held on 20 and 21 Nov 2000 on the subject of 'Effectiveness of the National Security Council and Associated Bodies like National Security Advisory Board.'

14. Peace Keeping Seminar. The Sixth International Seminar in the series of "Peace Keeping and Peace Support into the 21st Century" was held from 13 to 15 Sep 2000 on the theme 'Peacekeeping 2015: A Perspective'.

### Lectures/Group and Panel Discussions

15. The fourth Colonel Pyara Lal Memorial Lecture was delivered on 29 Sep 2000 by Lt Gen SK Sinha, PVSM (Retd), Governor of Assam, on the subject of 'Trans-Regional Movements of Populations -Implications for India's Security.' The event was presided over by Shri IK Gujral, former Prime Minister.

16. The National Security Lecture 2000 is being delivered this evening by Shri CV Ranganathan, IFS (Retd), former Ambassador to China, on the subject of 'Sino-Indian Relations in the New Millenium - Challenges and Prospects.'

17. List of lectures/discussions conducted during 2000 is given at Annexure 1 attached.

### Gold Medal Essay Competition

18. 104 entries were received this year as compared to 68,101 and 43 during the last three years.

### Research Activities

19. Details of the fellowships so far awarded, and their current status, are given at Annexure 2 attached.

20. Research project reports are now being published mainly through established publishers at no cost to USI.

### Correspondence Courses

21. The number of students who took the courses during 1999-2000 was 2053 as compared to 2092 during 1998-99. The results continue to be satisfactory. In the DSSC (Army) entrance examination held in Jan 2000, the students who took the USI course obtained 15 (75%) competitive vacancies out of 20, and 138 (63%) of the vacancies in the nominated category. For the Sep 2000 examination, the figures were 16 (80 %), and 141 (64%).

22. Correction of Promotion Examinations Part B and D papers was undertaken by the USI this year at the request of the Directorate General Military Training. For Part B Examination papers a total of 15,008 answer books were corrected by 44 Directing Staff, and for Part D Examination papers a total of 14,606 answer books were corrected by 64 Directing Staff. Expenses incurred by the USI, including payment of honorarium to the Directing Staff, was reimbursed by the DGMT.

23. Brig YP Dev (Retd) who was the Chief Instructor for a decade or so, passed away on 01 Aug 2000 while on a private visit to the USA. A condolence meeting was held at the USI in his memory. Brig MS Chowdhury, VSM (Retd) has since been appointed as the Chief Instructor.

### USI Centre for Armed Forces Historical Research

24. In its last meeting, the Council had approved the establishment of the USI Centre for Armed Forces Historical Research (USI CAFHR). Constitution has since been drafted in consultation with Service Headquarters and considered by the Executive Committee, and will be further refined in due course. A grant of Rs. 42 Lakhs has been received from the three Services (Army - Rs. 35,70,000/-, Navy - Rs. 2,10,000/- and AF Rs. 4,20,000/-) and suitably invested. Nomination of Chairman and two other members is being considered today. The Centre will be functional shortly when the officer secretary is provided by the Army Headquarters.

### USI Centre for UN Peace Keeping

25. The proposal of Service Headquarters and MEA to establish a Peace Keeping Centre under the aegis of the USI was accepted by the Executive Committee in its meeting held on 27 Apr 2000. The Council may accord its formal ratification today. The Centre has been designated as the USI Centre for UN Peace Keeping (USI CUNPK). Staff support is to be provided by Army Headquarters, and the Centre has since commenced functioning. The first event was the conduct of an international seminar on "Peace Keeping 2015 : A Perspective." As would be noted from the brochure placed before you, the Centre would organise workshops, training capsules and seminars at the USI, as also oversee practical outdoor training at the Rajputana Rifles Regimental Centre. It would also serve as a mechanism for research on peacekeeping aspects and be the repository for all documents and other material on the subject. Appropriate funding is being arranged by the MEA and Service Headquarters.



Annexure 1  
(Refers to Para 17 of  
President's Report for 2000)

**TALKS AND GROUP/PANEL DISCUSSIONS 2000**

**Talks**

1. 05 Jan 2000 Terrorism - Challenges to National Security.  
Shri MK Narayanan, IPS (Retd) Former Director IB.
2. 28 Jan 2000 US Global Strategy and Asian Security.  
Mr Masahiro Akiyama, Former Japanese Defence Secretary.
3. 09 Feb 2000 Sea Power and Modern Air Power.  
Cmde Ranjit B Rai (Retd).
4. 16 Feb 2000 Development of the UK and NATO Nuclear Doctrines.  
Sir Michael Quinlon, Former Permanent Secretary,  
Ministry of Defence, UK.
5. 23 Feb 2000 Future Military Dimension of Indian Presence in Space.  
Dr V Siddartha, Scientist DRDO.
6. 08 Mar 2000 The Futility of Theatre Missile Defence System in the  
Twenty First Century.  
Maj Gen Vinod Saigal, VSM (Retd).
7. 15 Mar 2000 Indo- British Relations into the First Quarter of the New  
Century.  
HE Sir Rob Young, High Commissioner of UK.
8. 10 Apr 2000 Militarism in India.  
Shri Apurba Kundu, Uiniversity of Bradford.
9. 11 Apr 2000 A Nuclear Strategy for India.  
Brig VK Nair, VSM (Retd).
10. 19 Apr 2000 Modernisation of the Chinese Armed Forces (PLA) and  
Its Impact on India's National Security.  
Lt Gen CK Kapur, PVSM, AVSM (Retd),  
USI Research Fellow.

11. 03 May 2000 India and China - Contrast and Similarities.  
Shri VK Nambiar, IFS,  
India's Ambassador in China.
12. 10 May 2000 Making Intelligence Smart.  
Maj Gen Yashwant Deva, AVSM (Retd).
13. 10 May 2000 Regional Dynamics and Strategic Options for India.  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)  
Director USI  
(Talk to US War College team).
14. 12 May 2000 US Perception of India - Changing Paradigm or More of  
the Same.  
Dr Anupam Srivastava,  
University of Georgia, USA.
15. 19 May 2000 European Defence Policy.  
HE Mr Alain Richard, Defence Minister of France.
16. 30 May 2000 China in Asia - A Case of Distorted Concept of Balance  
of Power.  
Ms Valerie Niquet, French Institute for International  
Relations and Strategic Studies (IRIS).
17. 31 May 2000 The Likely Developments in West Asia and North Africa  
in Early 21st Century.  
HE Mr Gehad Rafaat Madi,  
Ambassador of Arab Republic of Egypt.
18. 14 Jun 2000 Future of Humanitarian Interventions.  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd).  
Director USI.
19. 23 Jun 2000 Comprehensive Test Ban Treaty and Progress of  
Science in Nuclear Technology in the Indian Context.  
Dr PK Iyenger,  
Former Chairman Atomic Energy Commission.
20. 28 Jun 2000 A Perspective on Indo-US Relations Following  
President Clinton's Visit.  
HE Mr Richard F Celeste, Ambassador of USA.
21. 05 Jul 2000 Transforming to the Information Warfare Paradigm.  
Col RK Bhonsle, SM, USI Research Fellow.

22. 12 Jul 2000 Corporatisation of Naval Dockyards.  
Cdr Suresh Malhotra, USI Research Fellow.
23. 19 Jul 2000 Defence Policy of India and Security in Asia.  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd),  
Director USI.  
(Talk to French Air Force Academy team).
24. 26 Jul 2000 Dealing with Pakistan.  
Shri G Parthasarathy, IFS (Retd),  
Former High Commissioner in Pakistan.
25. 09 Aug 2000 Dealing with the Afghanistan - Pakistan Cauldron - A  
Global Perspective.  
Maj Gen Vinod Saighal, VSM (Retd).
26. 18 Aug 2000 UN Peace Keeping.  
HE Mr Theo-Ben Gunirab,  
President UN General Assembly, and  
Foreign Minister of Namibia.
27. 30 Aug 2000 Addressing Concerns of the National Cyberspace in all  
its Dimensions.  
Cmde Prem Chand (Retd).
28. 20 Sep 2000 Socio-Ethnic Tensions in North- East India and Their  
Effects on National Integrity and Security.  
Lt Gen NS Narahari, PVSM (Retd), USI Research  
Fellow.
29. 03 Oct 2000 Situation in Pakistan.  
Shri MK Rasgotra, IFS (Retd),  
Former Foreign Secretary.
30. 13 Oct 2000 Regional Security Situation.  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)  
Director USI.  
(Talk to Sri Lanka Command and Staff College team).
31. 03 Nov 2000 India's Nuclear Strategy, and Command and Control of  
Nuclear Forces.  
Lt Gen PK Pahwa, PVSM (Retd)  
(Talk to College of Defence Management team).
32. 08 Nov 2000 Challenges of Change : Humanity's Quest for Security,  
Peace and Justice.  
Dr DK Merchant.



- 33. 29 Nov 2000 ISI of Pakistan - Its Activities in India and South Asia.  
Shri OP Tandon, IPS (Retd),  
Former Secretary (Security), Cabinet Secretariate.
- 34. 06 Dec 2000 The Peaceful Atom.  
Dr SK Sharma, JS (D&ISA), MEA.
- 35. 11 Dec 2000 Managing the UK's Strategic Defence Review.  
HE Mr Geoffrey Hoon, Defence Minister of UK.
- 36. 13 Dec 2000 Indo- Bhutan Relations.  
HE Mr Lyongpo Dago Tshering,  
Ambassador of Bhutan.
- 37. 15 Dec 2000 The Current Crisis in UN Peacekeeping.  
Mr David Malone,  
President International Peace Academy, New York.
- 38. 22 Dec 2000 Aero Space Power Structure for India.  
Gp Capt M Matheswaran, VM.

#### Panel Discussions

- 39. 05 Apr 2000 Kargil Review Committee Report.  
Mr K Subrahmanyam, IAS (Retd),  
Lt Gen KK Hazari, PVSM, AVSM (Retd),  
Mr B G Verghise.
- 40. 04 Jul 2000 Requirements for Upgrading Personnel Motivation  
Training and Skills on a Continuous Basis; and Inter Se  
Relativity Between Civilian and Military Hierarchies.  
Lt Gen RN Mahajan, PVSM, VSM (Retd)  
Lt Gen MM Lakhera, PVSM, AVSM, VSM (Retd)
- 41. 06 Oct 2000 India's Nuclear Strategy in the Context of Regional and  
Global Security.  
Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd)  
Director USI.  
Lt Gen PK Pahwa, PVSM (Retd),  
Air Mshl KD Chadha, PVSM, VM (Retd),  
Prof Matin Zuberi,  
(Team from Royal College of Defence Studies, UK).

Group Discussions

42. 07 Jan 2000 Regional Security.  
Mr Jean de Ruyt, Director General Political Affairs,  
Belgium, and Belgian Ambassador.
43. 14 Jan 2000 Limited War and Low Intensity Conflicts, Decision  
Making in Crisis Situations, and Impact of Information  
Technology at Tactical, Operational and Strategic  
Levels.  
General VP Malik, PVSM, AVSM, ADC  
Chief of the Army Staff.
44. 31 Jan 2000 Application of Technology for Solving Regional  
Challenges and Building Confidence Through  
Cooperative Monitoring.  
Mr Kent Biring, Sandia National Laboratory, USA.
45. 02 Feb 2000 NATOs' War On Yugoslavia.  
Women Against Military Madness (WAMM) team.
46. 25 Feb 2000 Weapons of Mass Destruction, Missiles and Their  
Impact on India's Security.
47. 03 Mar 2000 Media and Military.
48. 29 May 2000 Regional Security Issues.  
Lt Gen HC Stackpole (Retd),  
President Asia-Pacific Centre for Strategic Studies  
Honolulu.
49. 02 Jun 2000 India - China Relations.  
Mr Li Ning,  
Assistant President, Chinese Association of  
International Friendly Contacts.
50. 25 Aug 2000 Nuclear Restraint and Risk Reduction in South Asia.  
Brig Shaukat Qadir,  
Director Islamabad Policy Research Institute.
51. 05 Sep 2000 European Security - Finland Perspective.  
Mr Jaakko Blomberg, Under Secretary of State, and  
Ambassador of Finland.
52. 22 Sep 2000 Nuclear Stability in South Asia.  
Mr Andrew C Winner,  
Institute for Foreign Policy Analysis, USA.

53. 28 Sep 2000 Regional Issues.  
Lt Col John H Gill and Mr John W Montgomery,  
Defence Intelligence Agency, USA.
54. 16 Oct 2000 Environment as a Component of National and  
International Security,  
Mr Gary D Vest, Principal Assistant Deputy Secretary  
for Defence (Environmental Security), USA.
55. 23 Oct 2000 Indo - Japanese Relations in the Security Field.  
Maj Gen Hiroshi Shimizu (Retd) and Mr K Moriya  
Institute of Peace and Security, Japan.
56. 02 Nov 2000 UN Peace Keeping.  
US Delegation (Departments of State and Defence,  
and US Pacific Command).
57. 13 Nov 2000 US Security Relations with India.  
Ambassador John C Holzman,  
National Defence University Washington.
58. 16 Nov 2000 Prospects of Stability in South Asia.  
Mr Ashley J Tellis, RAND Corporation.



Annexure 2  
(Refers to Para 19 of  
President's Report for 2000)

**USI RESEARCH PROJECTS**

<b><u>Code</u></b>	<b><u>Chair/Subjects</u></b>	<b><u>Year</u></b>	<b><u>Price (Rs)</u></b>
<b><u>First Set (96 - 97)</u></b>			
R-5(97)	<b><u>Cariappa Chair.</u></b> "Emerging low intensity conflict scenario in India". Lt Gen VK Nayar, PVSM, SM (Retd). Under publication.		
R-1(97)	<b><u>Katari Chair.</u></b> "Shape and size of the Indian Navy in the early 21st Century". Vice Adm RB Suri, PVSM, AVSM, VSM (Retd). Published.	1998	Rs. 75.00
R-2(97)	<b><u>Mukherjee Chair.</u></b> "Sustainable defence : harmonising long and short term goals". Air Mshl Vir Narain, PVSM (Retd). Published.	1999	Rs. 200.00
<b><u>Second Set (98)</u></b>			
R-6 (98)	<b><u>Cariappa Chair.</u></b> "How to make a career in the Armed Forces attractive?". Lt Gen RN Mahajan, PVSM (Retd). Published. (Ocean Books)	2000	Rs. 200.00
R-7(98)	<b><u>Katari Chair.</u></b> "Naval confidence building measures - an Indian approach". Cdr Vijay Sakhuja. Under publication.		
R-1(98)	<b><u>Mukherjee Chair.</u></b> "The impact of emerging technologies on Air Power". Air Mshl Bharat Kumar, PVSM, AVSM(Retd). Published.	1999	Rs. 200.00

<u>Code</u>	<u>Chair/Subjects</u>	<u>Year</u>	<u>Price (Rs)</u>
R-4(98)	<b><u>Kothari Chair.</u></b> "A Nuclear Strategy for India". Rear Adm KR Menon (Retd). Published. (Sage Publications).		Rs. 295.00 (SB) Rs. 395.00 (HB)
<b><u>Third Set (98 - 99)</u></b>			
R-8(99)	<b><u>Cariappa Chair.</u></b> "Modernisation of the Chinese Armed Forces (PLA) and its impact on India's national security". Lt Gen CK Kapur, PVSM, AVSM(Retd). Report awaited.		
R-9(99)	<b><u>Katari Chair.</u></b> "Information technology - the future warfare weapon". Lt Cdr A Anand. Published. (Ocean Books)	2000	Rs. 150.00
R-10(99)	<b><u>Mukherjee Chair.</u></b> "India's Aerospace Industry in the Next Millennium" Air Mrshl SR Deshpande, PVSM, AVSM, VM (Retd) Report awaited.		
R-11(99)	<b><u>Kothari Chair.</u></b> "Emerging global and national information infrastructures and their security implication : An analysis". Maj Gen Yashwant Deva, AVSM(Retd). Under publication.		
R-12(99)	<b><u>MEA Chair.</u></b> "India and the regional security environment after Shakti 1998". Prof Satish Kumar. Report awaited.		
OP-1/99	<b><u>Special Project.</u></b> "Recent developments in Afghanistan with special reference to their impact on India". Shri Surya Gangadharan. Published.	1999	Rs. 75.00

<u>Code</u>	<u>Chair/Subjects</u>	<u>Year</u>	<u>Price (Rs)</u>
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**Fourth Set (99 - 2000)**

- R-13(2000) **Cairappa Chair** "Socio-ethnic tensions in the north east India : A historical perspective and effect on national integrity and security".  
Lt Gen NS Narahari, PVSM (Retd).  
Report awaited.
- R-14(2000) **Katari Chair.** " Corporatisation of naval dockyards"  
Cdr Suresh Malhotra.  
Extended till 31 Dec 2000
- R-15(2000) **Mukherjee Chair.** "The balance between strategic and tractical application of the IAF in the future".  
AVM Viney Kapila, AVSM, VrC (Retd)  
Extended upto 31 Mar 2001.
- R-16(2000) **DRDO Chair.** Transforming to the information warfare paradigm".  
Col RK Bhonsle, SM.  
Extended upto 31 Dec 2000.
- R-17(2000) **MEA Chair.** "Institutional interest and input in security policy and decision - Making".  
Maj Ali Ahmed.  
Extended upto 31 Dec 2000.

**Fifth Set (2000 - 01)**

- R-18(2001) **Cairappa Chair** "Human resources management in the army : planning for the Future"  
Maj Gen SBL Kapoor, VSM (Retd)
- R-19(2001) **Katari Chair.** "Defence, Development and National Security in the Indian Context"  
Cdr S Samaddar



<u>Code</u>	<u>Chair/Subjects</u>	<u>Year</u>	<u>Price (Rs)</u>
R-20(2001)	<u>Mukherjee Chair.</u> "Command and control of indian nuclear forces" Lt Gen PK Pahwa, PVSM (Retd).		
R-21(2001)	<u>DRDO Chair.</u> "Space warfare and military strategy" Col AK Lal.		
R-22 (2001)	<u>MEA Chair.</u> " National Security Apparatus : A Review of Land Forces Structure". Brig Jaspal Singh (Retd).		

**BUDGET/REVISED ESTIMATES - INCOME**

Appendix B  
(Refers to Para 13 of Minutes  
of Council Meeting Held  
on 20 Dec 2000)

Ser No	Particulars	RE 99-2000	Actual Audited 99-2000	BE 2000-01	RE 2000-01	BE 2001-02
(a)	(b)	(c)	(d)	(e)	(f)	(g)
	<b>Corpus Fund</b>					
1	<b>Membership.</b>					
	(a) Entrance Fee	6,75,000	8,26,200	6,75,000	7,00,000	7,00,000
	(b) Life Membership Subscription	8,00,000	11,55,185	8,00,000	10,00,000	10,00,000
	(c) Annual Subscription	7,00,000	8,18,760	7,00,000	7,00,000	7,00,000
2	Journal Subscription	1,25,000	93,526	1,00,000	1,50,000	1,00,000
3	Journal Sale	20,000	21,389	20,000	20,000	20,000
4	Advertisement in Journals	10,000	10,500	10,000	7,000	10,000
5	Publications Sale (Less Research and Digest)	85,000	32,158	75,000	15,000	15,000
6	Sale of Digest		1,52,994		1,53,000	1,53,000
7	Net Surplus from Courses	2,25,000	3,39,916	2,25,000	1,60,000	2,00,000
8	Interest, Brokerage, Dividend	51,00,000	65,20,240	50,00,000	39,00,000	40,00,000
9	Grants	5,00,000	5,72,765	5,00,000	10,00,000	5,00,000
10	Photocopier (Library)	20,000	16,757	20,000	15,000	15,000
11	Sale of Ties		41,400		3,500	5,000
12	Reimbursement of Seminar Fee		29,955		30,000	30,000
13	<b>Misc</b>	34,500	35,290 *	38,000	30,000	30,000
	(a) Postage	18,646				
	(b) Franking Machine Rebate	4,744				
	(c) Sale of Brochures	500				
	(d) Sale of News Papers	900				
	(e) Lamination	3,110				
	(f) Internet	652				
	(g) Other Misc	6,738				
	*	35,290				
	<b>Adm Fund</b>	82,94,500	1,06,67,034	81,63,000	78,83,500	74,78,000
14	Hiring of Auditorium and Seminar Rooms	6,00,000	5,84,650	6,00,000	6,00,000	6,00,000
15	<b>Licence Fee</b>	8,90,000	8,93,344	9,50,000	9,50,000	10,00,000
	(a) IL&FS VCL	8,42,456				
	(b) Contractors Duty Rooms	7,200				
	(c) RRPL Office	24,000				
	(d) USI Staff Quarters	19,688				
		8,93,344				
16	Residency/Restaurant Contract (Less Licence Fee, Electricity, Water & Temp Membership)	57,25,000	57,85,000	58,20,000	58,20,000	58,20,000
17	<b>Electricity.</b>	9,35,000	9,14,024	8,75,000	9,00,000	9,00,000
	(a) Hostel Apartments	4,80,000				
	(b) RRPL	2,43,363				
	(c) IL & FS VCL	1,78,633				
	(d) USI Staff	7,900				
	(e) Contractors Duty Rooms	4,128				
		9,14,024				
		36,000	36,000	36,000	36,000	36,000
18	Water (RRPL)	81,86,000	82,13,018	82,81,000	83,06,000	83,56,000
	<b>Total</b>	1,64,80,500	1,88,80,052	1,64,44,000	1,61,89,500	1,58,34,000
	<b>Expenditure</b>	1,37,76,000	1,24,63,536	1,40,87,500	1,48,83,500	1,55,82,000
	<b>Excess Income over Expenditure</b>	27,04,500	64,16,516	23,56,500	13,06,000	2,52,000

## BUDGET/REVISED ESTIMATES - EXPENDITURE

Ser No	Items	RE 99-2000	Actual Audited 99-2000	BE 2000-2001	RE 2000-01	BE 2001-02
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Adm Fund</b>						
1	Officers Pay & Allowances	4,75,000	4,86,881	5,00,000	6,75,000	7,00,000
2	Staff Pay & Allowances	13,50,000	13,63,312	14,80,000	14,80,000	16,00,000
3	CPF Liability	1,25,000	1,18,144	1,30,000	1,30,000	1,50,000
4	CPF Interest Liability	1,00,000	1,01,439	1,25,000	1,25,000	1,50,000
5	Legal Consultancy	24,000	18,000	24,000	24,000	24,000
6	Printing & Stationery	60,000	21,495	65,000	1,00,000	36,000
7	Postage	20,000	23,052	25,000	25,000	30,000
8	Advertisements	3,000	—	3,000	2,000	4,000
9	Photocopier (AMC + Paper)	20,000	21,114	20,000	20,000	25,000
10	Contingencies	20,000	16,424	25,000	25,000	30,000
11	Telephones	1,25,000	97,845	1,50,000	1,50,000	1,50,000
12	Audit Fee	21,000	21,000	21,000	21,000	25,000
13	Exec/Council/Staff/Visitor's Meetings	75,000	72,928	75,000	75,000	1,00,000
14	Insurance	65,000	62,757	65,000	70,000	75,000
15	Eqpt Repair & Maintenance	4,50,000	4,05,546	5,00,000	5,00,000	5,00,000
16	Building Maintenance	8,00,000	7,78,412	3,50,000	5,00,000	4,00,000
17	Water	70,000	55,800	70,000	70,000	70,000
18	Electricity	17,80,000	16,05,870	20,00,000	20,00,000	20,00,000
19	FOL	1,20,000	1,09,029	1,25,000	1,25,000	1,30,000
20	Security Contract	3,20,000	3,12,828	3,60,000	3,60,000	4,50,000
21	Housekeeping Contract	4,35,000	4,28,750	4,80,000	4,00,000	4,50,000
22	Gardening Contract	1,90,000	1,86,000	2,10,000	2,10,000	2,30,000
23	Electrical Services Contract	2,00,000	1,96,500	2,20,000	2,20,000	2,40,000
24	Pest Control Contract	15,000	12,000	15,000	15,000	15,000
25	Write Off	10,000	5,031	10,000	20,000	10,000
26	Capital Expenditure (Property)	10,00,000	5,34,700	10,00,000	11,00,000	10,00,000
27	Depreciation	30,00,000	32,42,149	30,00,000	30,00,000	30,00,000
28	Ties	62,500	55,380		12,500	5,000
29	Gratuity	35,000	—	35,000	50,000	50,000
30	IT Consultancy	5,500	—	5,500	—	—
31	Building Consultancy	9,000	—	12,000	—	—
32	Misc Expenditure	10,000	4,446	10,000	10,000	10,000
		1,09,95,000	1,03,56,832	1,11,10,500	1,15,14,500	1,16,59,000
<b>Education Fund</b>						
33	Talks/Lectures/Discussions	75,000	57,857	1,00,000	75,000	1,00,000
34	NS Lecture	20,000	7,438	20,000	12,000	15,000
35	NS Paper	30,000	31,431	30,000	16,000	20,000
36	NS Seminar	55,000	78,280	75,000	1,56,000	90,000
37	Essay Competition	94,000	6,800	20,000	15,000	15,000
38	Journal	9,00,000	10,47,698	10,00,000	11,60,000	12,00,000
39	Digest	1,10,000	1,08,223	1,20,000	1,20,000	1,20,000
40	Digest	4,00,000	—	5,00,000	5,00,000	10,00,000
40	Interaction with International Institutions	16,84,000	13,37,727	18,65,000	20,54,000	25,60,000
<b>Library Fund</b>						
41	Books	6,75,000	3,86,812	6,75,000	6,75,000	6,75,000
42	Periodicals	3,25,000	2,99,158	3,25,000	3,25,000	3,25,000
43	News Papers	12,000	11,227	12,000	70,000	1,00,000
44	Printing & Stationery	25,000	11,770	30,000	20,000	20,000
45	Photocopier (AMC + Paper)	20,000	23,530	20,000	25,000	25,000
46	Postage	15,000	13,950	15,000	15,000	18,000
47	Internet/DELNET	15,000	13,250	25,000	20,000	25,000
48	Contingencies	10,000	9,280	10,000	15,000	15,000
49	Automation	—	—	—	1,50,000	1,50,000
50	CDs/Cassettes	—	—	—	10,000	10,000
		10,97,000	7,68,977	11,12,000	13,25,000	13,63,000
<b>Total</b>		<b>1,37,76,000</b>	<b>1,24,63,536</b>	<b>1,40,87,500</b>	<b>1,48,93,500</b>	<b>1,55,82,000</b>



**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 19 DECEMBER 2001 AT 1030 H AT USI**

1. The following members were present :-

- |     |  |                     |
|-----|--|---------------------|
| (a) | Vice Admiral Madhvendra Singh, PVSM, AVSM, ADC<br>Vice Chief of the Naval Staff and<br>President USI Council | Chairman            |
| (b) | Maj Gen Ashok Vasudeva<br>Offg DGMT and<br>Chairman USI Executive Committee                                  | Member              |
| (c) | Cmde AS Bajwa<br>DNT   | Member              |
| (d) | AVM AK Singh, AVSM, VM, VSM<br>ACAS (Trg)  | Member              |
| (e) | Vice Adm Inderjit Bedi, PVSM, AVSM (Retd)  | Member              |
| (f) | Maj Gen Ian Cardozo, AVSM, SM (Retd)   | Member              |
| (g) | Air Mshl KC Cariappa, PVSM, VM (Retd)  | Member              |
| (h) | Lt Gen RS Dayal, PVSM, MVC (Retd)  | Member              |
| (i) | Air Mshl CV Gole, PVSM, AVSM (Retd)  | Member              |
| (k) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)   | Member              |
| (l) | Maj Gen DK Palit, VrC (Retd)   | Member              |
| (m) | Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd)  | Member              |
| (n) | Admiral L Ramdas, PVSM, AVSM, VrC, VSM (Retd)  | Member              |
| (o) | Lt Gen RK Jasbir Singh, PVSM (Retd)  | Member              |
| (p) | Maj Gen SC Sinha, PVSM (Retd)  | Member              |
| (q) | Lt Gen Mathew Thomas, PVSM, AVSM, VSM (Retd)   | Member              |
| (r) | Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director, USI   | Member<br>Secretary |



2. Shri AK Luthra (Chartered Accountant) and Col Jagmohan (Legal Adviser) were in attendance till Item V.

3. Vice Admiral Madhvendra Singh, Vice Chief of the Naval Staff and President USI Council commenced the proceedings by welcoming all members to the meeting.

**Item I - To Receive Apologies for Absence**

4. Apologies for absence were received from the following members :-

(a) Lt Gen NC Vij, PVSM, UYSM, AVSM,  
VCOAS and Vice President USI Council.

(b) Air Mshl S Krishnswamy, PVSM, AVSM, VM & Bar, ADC.  
VCAS and Vice President USI Council.

(c) Shri JN Dixit, IFS (Retd).

(d) Shri NN Vohra, IAS (Retd)

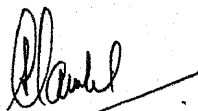
**Item II - To Receive the President's Report**

5. The President presented the annual report of the USI for the year 2001. A copy of the report is placed at Appendix 'A' attached. The following points were raised :-

(a) Air Mshl KC Cariappa queried the Service-wise breakdown of students who had taken correspondence course for the Defence Services Staff College examination. The Director gave out details of the previous two years and the current state for the DSSC examination that is to be held in Sep 2002.

(b) Air Mshl KC Cariappa also queried the Service-wise breakdown of entries for the Gold Medal Essay Competition. The Council was apprised that these details have not been compiled because of reasons of confidentiality. Names and units of officers are written in sealed envelopes and identity of the participant is indicated in the form of mottos. Only the prize winning contributions are opened at Council meetings. It was decided that in future, after evaluation was undertaken and the prize winning entries nominated, other sealed envelopes may be opened in order to compile Service wise breakdown of entries.

6. The report was then duly accepted.



**Item III - To Confirm the Minutes of the Council Meeting Held on 20 Dec 2000**

7. The progress on various points made at earlier Council meetings were reviewed as follows :-

(a) **War Memorial Book - Amar Jawan.** Scanning of the books has been completed and utility programming made. The same is now available in the Col Pyara Lal Memorial Library for scrutiny by those who are interested.

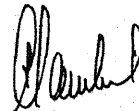
(b) **Provident Fund Notification.** Shri AK Luthra, the Chartered Accountant, apprised the members that the case has been pending with the Delhi State Government Provident Fund Commissioner for a long time now and no progress has been possible. It may therefore be necessary to either transfer the Provident Fund Account to the Office of the Provident Fund Commissioner or raise the level of inter-action to see whether the present arrangement of allowing the USI to maintain the Account may continue. Lt Gen RS Dayal agreed to use his good offices to interact at an appropriate level to try and resolve the matter. Shri AK Luthra was requested to provide Lt Gen RS Dayal with a brief on the subject.

(c) **Activities at Other Stations.** Talks have been organised at Chandimandir and Bangalore during the year, and Study Groups on selected topics are under activation at Pune and Bangalore to encourage participation by USI members in those stations. Similar efforts are being made in regard to Chandimandir.

(d) **Payment to Research Fellows.** The Council was apprised that the decision to make scholarship payments to serving officers at the same scale as that being made to retired officers, is to be implemented wef 2002.

(e) **Centre for Armed Forces Historical Research (CAFHR).** The Council was apprised that the Board of Management has been constituted, rules formulated and two fellowships for the year 2002 have been awarded to Lt Gen Gurbir Mansingh on the subject of "French Military Influence in India" and Brig CB Khanduri on the subject of "Thimayya ; An Amazing Life ". The Council was also apprised that Army Headquarters have requested the CAFHR to oversee a commissioned project on the "Post Independence History of the Indian Army" ; award of this project and its method of execution is under deliberation.

(f) **Library Automation.** This has been completed and final touches are being given before implementation wef 01 Jan 2002. Demonstration on this has been arranged for Council Members later in the afternoon.





(g) **Security Studies.** The report of the Study Group that was set up on "A Strategy for J&K " has been received on 18 Dec 2001 and will be scrutinised for appropriate publication and dissemination. The report of the Study Group on "Threat Perception to India's Security from Weapons of Mass Destruction" is under compilation and is expected within the next couple of weeks.

(h) **Reserve Against Bad Debts.** A fund for Reserve Against Bad Debts has been constituted as decided at the last Council Meeting.

8. Minutes were then passed ; proposed by Lt Gen M Thomas and seconded by Maj Gen SC Sinha.

**Item IV - To Approve the Accounts and Audit Reports for 2000-01**

9. The Balance Sheet, Income and Expenditure Statements alongwith Schedules and Director's comments thereon, were considered by the Council. It was decided that the aspect of carrying out a physical check of cash balances under an internal arrangement of the USI be included in the Standing Operating Procedures of the Institution. and regularly carried out.

10. The Accounts and Audit Report were then unanimously approved by the Council; proposed by Air Mshi KC Carriappa and seconded by Maj Gen Ashok Vasudeva.

**Item V - Investment Policy**

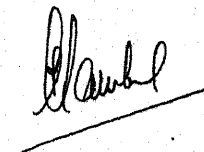
11. After detailed discussion on the recommendation of the Executive Committee that the future investment of the USI funds be made only in totally safe agencies like the RBI and Post Office, it was decided that further details be obtained of rate of interest on deposits provided by nationalised banks and a decision on the subject be put up to the next Council for its decision.

**Item VI - To Appoint the Auditors for 2001-02**

12. The Council approved the appointment of M/s Luthra & Luthra as Auditors for 2001-02 at current remuneration.

**Item VII - To Approve the Revised Estimates for 2001-02 and Budget Estimates for 2002-03**

13. The Revised Estimates for 2001-02 and Budget Estimates for 2002-03 were considered and unanimously approved. These are given at Appendix 'B' attached.



### Item VIII - Allotment of Funds

14. After some discussion on the quantum of allocation to the 'Administration Fund', the Council approved allocations as under for the year 2002 - 03 :-

- |     |                |   |              |
|-----|----------------|---|--------------|
| (a) | Adm Fund       | - | Rs. 40 Lakhs |
| (b) | Education Fund | - | Rs. 25 Lakhs |
| (c) | Library Fund   | - | Rs. 15 Lakhs |

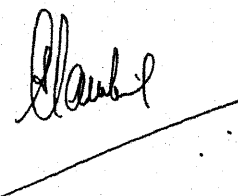
### Item IX - To Approve the Subjects and Speakers/Writers for Various Events During 2002

15. After some detailed discussion on the various subjects, the Council approved the following subjects for the events during 2002, subject to further consideration by the Executive Committee that is nominated by the new Council :-

- (a) National Security Lecture. "India's Look East Policy - A Review and the Way Ahead."
- (b) Col Pyara Lal Memorial Lecture. "WMD in the Hands of Non State Actors - an Emerging Threat. Assessment of the Possibility and its Impact on National Security."
- (c) National Security Seminar. "Vulnerabilities of Our Economy in the Backdrop of Globalisation - An Analysis of India's Long Term Economic Security."
- (d) National Security Paper. "Safeguarding of India's Energy Security."
- (e) Gold Medal Essay Competition.
  - (i) Group 'A'. "Psychological Impact of Protracted Service in Low Intensity Conflict on Armed Forces Personnel - Causes and Remedies."
  - (ii) Group 'B'. "Managing Technology - A Challenge for Military Leadership of the Next Century."

### Item X - To Approve and Declare the Results of the Gold Medal Essay Competition 2001

16. The sealed envelopes of the evaluation of the Gold Medal Essay Competition were opened by the Director in the presence of all the Council Members, who also apprised the Council members of the comments and observations made by the evaluators to the effect that none of the entries deserve award of a gold medal. The results are as follows :-



(a) Group 'A' - Open to All Officers - "Managing Change In The Armed Forces"

- |      |                          |   |   |
|------|--------------------------|---|---|
| (i)  | Cdr SM Anwer<br>DSSC     | - | First Prize - cash award of Rs. 5,000/-, and entry accepted for publication in the USI Journal. |
| (ii) | Lt Cdr SS Kinagi<br>DSSC | - | Second Prize - cash award of Rs. 2,500/-.   |

(b) Group 'B' - Open to Officers Upto the Rank of Major or Equivalent Ranks in the Navy and Air Force with Not More Than Ten Years Service. - "Economic Power As A Concomitant Of Military Power."

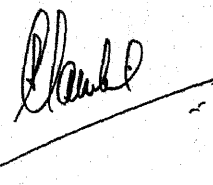
- |      |   |   |   |
|------|---|---|---|
| (i)  | Maj R Rajesh Bhat<br>54 Engr Regt<br>C/o 56 APO       | - | First Prize - cash award of Rs. 5,000/-, and entry accepted for publication in the USI Journal. |
| (ii) | (aa) Capt NR Rayudu<br>996 AD Regt Wksp<br>C/o 56 APO | - | Second Prize : cash award of Rs. 2,500/-.   |
|      | (bb) Capt Sunil Gautam<br>16 Engr Regt<br>C/o 56 APO  | - | Second Prize - cash award of Rs. 2,500/-.   |

17. It was also decided by the Council that while promulgating the results, it would be made clear that the standard of contributions was not upto the desired level and hence no award of Gold Medal is being made.

Item XI - To Nominate Non Ex Officio Members, Including Chairman, for the USI Centre for Research (USICR)

18. After detailed consideration the following were nominated to the new Board of Management of the USICR, subject to their acceptance of the commitment :-

- (a) Chairman - Air Mshl Vir Narain, PVSM, AVSM (Retd)
- (b) Members.
- |      |   |
|------|---|
| (i)  | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd) |
| (ii) | Vice Adm PJ Jacob, PVSM, AVSM, VSM (Retd)   |





- (iii) Shri CR Gharekhan, IFS (Retd)
- (iv) Air Cmde Jasjit Singh, AVSM, VrC, VM (Retd)
- (v) Shri Sanjay Baru or Shri Rakesh Mohan
- (vi) Dr V Siddhartha
- (vii) Shri NN Vohra, IAS (Retd)  
Director IIC

19 Other Ex - Officio members are Director IDSA, Commandant NDC and Director USI .

#### Item XII - Award of MacGregor Medal

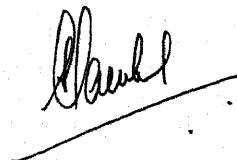
20. The Council Members unanimously accepted the recommendation of the Executive Committee that the MacGregor Medal be awarded to the following :-

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"> <li>(a) Sqn Ldr RTS <sup>Chinna</sup> Chinna (Retd)</li> <li>(b) Sqn Ldr RK Makkar</li> <li>(c) Lt Col NJ Korgaonkar.</li> </ul> | } | <p>for significant military reconnaissance of the farther reaches of the Shyok River Valley in Oct 1986.</p> <p>for an important strategic reconnaissance of classified nature in May 1997.</p> |
|---|---|---|

#### Item XIII - Points From Council Members

21. Maj Gen DK Palit, VrC (Retd). Suggestions by Maj Gen DK Palit were considered and it was decided that National Security Paper and National Security Lecture should remain separate events. His suggestions on the speakers for the Col Pyara Lal Memorial Lecture would be taken into account when deciding who should be requested for the event during 2002.

22. Air Mshl S Krishnaswamy, PVSM, AVSM, VM & Bar, ADC, VCAS. Suggestions made by the VCAS were considered and it was agreed that appropriate capsules for about a fortnight duration should be conducted for middle level Service officers on selected National Security issues; it was however unanimously decided that such capsules should be for all the three Services. The Service Headquarters would also provide necessary assistance for the conduct of such capsules as also arrange appropriate funds for expenses that may be incurred in this regard through their respective training grants. It was also agreed that seminars/discussions may be organised by the USI on specialist subjects for participation by Service officers. It was however felt that a final decision on this aspect be taken by the new Council at its meeting in Feb 2002.



**Item XIV - Director's Points**

23. **Membership Military Nursing Service Officers.** On the subject of USI membership for MNS officers, it was decided after some discussion, that further details be ascertained in this regard and a decision taken at the next Council meeting.

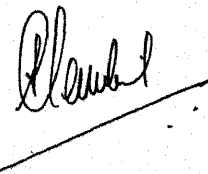
24. **Publication of Articles in USI Journal.** It was generally accepted that in context of the visibility and reach of the USI Journal, it would be useful to introduce more rigour in the selection of articles for publication, by insisting on footnotes where applicable, and by instituting an arrangement for nominating appropriate referees or an Editorial Sub Committee to carry out assessment of suitability of contributions for publication.

25. **Honorarium - Legal Adviser.** The Council approved an increase of honorarium for the Legal Adviser to Rs. 2,000/- per month.

26. **Results of the Elections to the Council.** The members were apprised of the result of the elections conducted. The following have been elected as Council Members for the period 01 Jan 2002 to 31 Dec 2004 :-

- (a) Air Mshl KC Cariappa, PVSM,VM (Retd)
- (b) Vice Adm PS Das, PVSM,UYSM,VSM (Retd)
- (c) Lt Gen RS Dayal, PVSM,MVC (Retd)
- (d) Shri Chinmaya R Gharekhan, IFS (Retd)
- (e) Lt Gen AS Kalkat, SYSM,PVSM,AVSM,VSM (Retd)
- (f) Vice Adm IJS Khurana, PVSM (Retd)
- (g) Lt Gen Yuvraj Mehta, PVSM,AVSM (Retd)
- (h) Air Mshl Vir Narain, PVSM, AVSM (Retd)
- (i) Lt Gen VK Nayar, PVSM,SM (Retd)
- (k) Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)
- (l) Lt Gen Vinay Shankar, PVSM,AVSM,VSM (Retd)
- (m) Maj Gen SC Sinha, PVSM (Retd)
- (n) Lt Gen Mathew Thomas, PVSM,AVSM,VSM (Retd)
- (o) Shri NN Vohra, IAS (Retd).

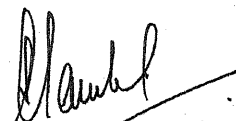
27. **Additional Land.** The case for additional land contiguous to the USI has been forwarded by Headquarters Delhi Area to HQ Western Command.



28. ILFS Lease For Accommodation Under The Ramp. The Council accepted the recommendation of the Director that the present lease which expires on 31 Jan 2002 be renewed for a further period of three years on the existing terms.

Item XV - Any Other Points

29. Point by President. On the recommendation of the President, it was accepted that the Rules and Byelaws of the Institution be appropriately amended to include the individual appointed to the newly created post of Chief of Integrated Staff to the Chairman Chiefs of Staff Committee as an ex-officio member of the Council. It was also agreed that this incumbent would, in the normal course, be required to assume the duties of President of the USI Council.



(Satish Nambiar)  
Lt Gen (Retd)  
Director USI and  
Member Secretary

1078/USI/Council/2001



Appendix 'A'  
Refers to Para 5 of  
Minutes of Council Meeting  
Held on 19 Dec 2001

UNITED SERVICE INSTITUTION OF INDIA  
COUNCIL MEETING ON 19 DEC 2001  
PRESIDENT'S REPORT FOR 2001

1. Gentlemen, it gives me great pleasure to welcome you to this year's annual Council Meeting, which also happens to be the fifth and last of this Council. It is my privilege to present the report covering some of the important developments during the year 2001. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix. Copies will subsequently be forwarded to Life Members also.

Finances

2. Audited accounts for 2000-01, Revised Estimates for 2001-02, and Budget Estimates for 2002-03, are already with you. Our Chartered Accountant has been invited to clarify any points that you may have.

3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years was as under :-

	<u>As On</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 1999	Rs. 4,91,87,488	Rs. 74,51,000
(b)	31 Mar 2000	Rs. 5,79,48,488	Rs. 87,61,000
(c)	31 Mar 2001	Rs. 6,97,83,660	Rs. 1,18,35,172

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India has not been able to pay since end 1996. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. As advised by the Auditors and approved by the Council in its last meeting, a new fund called the 'Reserve Against Bad Debts' has been created by transferring Rs. 10 Lakhs from the Corpus. This will be built upto Rs. 50 Lakhs and then reviewed.

5. Investment details of Corpus and Research Funds as on 31 Mar 2001 are as under :-

	<u>Corpus Fund</u>	<u>Research Fund</u>
(a) HDFC Ltd	Rs. 2,16,00,000	Rs. 7,00,000
(b) ICICI	Rs. 2,09,45,000	Rs. 20,25,000
(c) BEL	Rs. 1,73,41,000	Rs. 47,31,000
(d) HDFC Bank	Rs. 43,94,172	-
(e) IDBI	Rs. 30,00,000	Rs. 1,25,000
(f) SAIL	Rs. 13,25,000	Rs. 9,15,000
(g) UTI	Rs. 3,78,488	-
(h) Syndicate Bank	-	Rs. 1,00,000
	<u>Rs. 6,97,83,660</u>	<u>Rs. 85,96,000</u>

6. Investment position of other funds as on 31 Mar 2001 was as under :-

(a) Col Pyara Lal Memorial Fund	-	Rs. 1,75,000
(b) MacGregor Memorial Fund	-	Rs. 1,20,000
(c) Provident Fund	-	Rs. 18,39,000
(d) CAFHR Fund	-	Rs. 42,50,000

#### Membership

7. Membership state as on 30 Nov 2001 was as under :-

(a) Life Members	-	7014	☆
(b) Ordinary Members	-	1608	
(c) Associate Members	-	78	
(d) Corporate Members	-	2	
(e) Subscriber Members	-	<u>338</u>	
		<u>9040</u>	

☆

	<u>Serving</u>	<u>Retd</u>	<u>Total</u>	
Army	3767	1839	5606	79.9%
Navy	237	210	447	6.4%
AF	235	312	547	7.8%
Civs	<u>317</u>	<u>97</u>	<u>414</u>	5.9%
	<u>4556</u>	<u>2458</u>	<u>7014</u>	
	65%	35%		

### USI Journal

8. 9000 copies are being printed, up 500 since last year. Current price of Rs. 75 per copy came into effect from 01 Jan 99 and is continuing.

### Library

9. Books. During the period 01 Nov 2000 - 31 Oct 2001, the Library purchased 526 books, received 134 books for reviews, and 483 books were presented.

### 10. Automation.

- (a) Scanning of Rare Books. 20 rare books have scanned and put on 7 CDs. Other rare books are in reasonably good condition.

- (b) Books and Journals. Details of over 39,000 books and bound journals have been entered in the computer data. This will facilitate easy search/retrieval, speedy issue/return, quick stock taking, and better management of acquisition and financial control. Further automation at micro level will be a continuing process. A presentation on the subject has been arranged for Council Members.

### Seminars

11. National Security Seminar. This was held on 21 and 22 Nov 2001 on the subject of 'Self Reliance in the Processes of Defence Production'.

12. UN Peacekeeping Seminars. Following peacekeeping seminars were held during the year :-

- (a) 'Challenges for UN Peacekeeping in the 21st Century - Training the Peacekeepers' on 21 Apr 2001. It was inaugurated by HE Mr Jens Stoltenberg, the Prime Minister of Norway. Keynote Address was delivered by Shri Omar Abdullah, Minister of State for External Affairs. Indian and Norwegian Officers participated.

- (b) "UN Peacekeeping Operations in the 21st Century - An Analysis of the Recommendations of the Brahimi Report" on 25 and 26 Jul 2001. Mr Lakhdar Brahimi, former Foreign Minister of Algeria inaugurated the seminar.

### 13. Joint Seminars.

- (a) A Joint India-China seminar was organised by the USI for inter - action with China, Institute of International Strategic Studies (CIISS) on 27 and 28 Mar 2001 on the subject of 'Asian Security and Role of Outside Powers in the Region'.



- (b) A Joint India - Egypt seminar is being organised by the USI for interaction with National Centre for Middle East Studies, Cairo (NCMES) on 27 and 28 Dec 2001 on the subject of 'Regional Security and Nuclear Issues'.

#### Lectures/Group and Panel Discussions

14. The National Security Lecture 2001 was delivered on 05 Dec 2001 by Shri JN Dixit, IFS (Retd) on the subject of 'The Role of the Armed Forces in Formulation of India's Foreign Policy'. This year it could not be held to coincide with the Council meeting due to unavoidable circumstances.

15. The fifth Colonel Pyara Lal Memorial Lecture was delivered on 20 Sep 2001 by Shri NN Vohra, IAS (Retd) on the subject of 'The Role and Responsibility of State Civil and Armed Police in National Security Management'.

16. USI had the honour of hosting HE Mr Kofi Anan, Secretary General of United Nation on 15 Mar 2001, when he gave a talk on 'The Role of United Nations in the Maintenance of International Peace and Security'.

17. Talks at Other Stations. Two talks were organised by deputing speakers from USI. These were as follows :-

(a) Chandimandir. On 25 Jun 2001 by Maj Gen Afsir Karim, AVSM (Retd) on 'Rising Fundamentalism - Implications for National Security'.

(b) Bangalore. On 9 Nov 2001 by Air Mshl Vir Narain, PVSM (Retd) on 'Sustainable Defence - Harmonising Long and Short Term Goals'.

18. List of other lectures/discussions conducted during 2001 is given at Annexure '1' attached.

#### Gold Medal Essay Competition

19. 97 entries were received this year as compared to 104 last year.

#### Research Activities

20. Details of the fellowships so far awarded, and their current status, are given at Annexure '2' attached.

21. Research project reports are now being published mainly through established publishers at no cost to USI. Rs. 50,388 have been received as royalty for four books for the period ending 30 Jun 2001.

### Correspondence Courses

22. The number of students who took the courses during 2000-01 was 2488 as compared to 2053 during 1999-2000. The results continue to be very satisfactory. In the DSSC (Army) entrance examination held in Sep 2001, students who took the USI course obtained 15 (75%) competitive vacancies out of 20, and 108 (49%) of the vacancies in the nominated category. Contact programme for DSSC (Army) students was conducted from 16 to 21 Jul 2001. In view of the increasing numbers, two such programmes are intended to be conducted in 2002. DS remuneration and course fees have been recently revised upwards.

### USI Centre for Armed Forces Historical Research

23. The process of award of fellowships is being progressed by the Board of Management. Projects are likely to commence by Jan 2002.

### USI Centre for UN Peacekeeping

24. Seminars. Besides organising talks by eminent persons, the Centre has so far organised one national and two international seminars. Two international seminars (Indo-UK Peacekeeping and ARF) are scheduled to be held in Feb and Mar 2002.

25. Training Capsules. Two international peacekeeping training capsules were conducted:-

(a) UN Military Contingents Junior Officers Capsule of three weeks duration, from 20 Aug to 7 Sep 2001. It was attended by 11 foreign and 28 Indian officers. Two instructors were detailed by Norway.

(b) UN Military Observers and Staff Officers Capsule of two weeks duration, from 29 Oct to 09 Nov 2001. It was attended by 8 foreign and 25 Indian officers.

26. Funding. Financial assistance is being provided by MEA on an event-by-event basis.

Annexure '1'  
(Refers to Para 18 of  
President's Report for 2001)

TALKS AND GROUP/PANEL DISCUSSIONS 2001

Talks

1. 10 Jan 2001 Resurgence of Russia in 21st Century.  
Maj Gen Vinod Saigal, VSM (Retd).
2. 17 Jan 2001 Women in Uniform : Gender Dialectics in the Armed Forces.  
Dr Anita Nahal Arya.
3. 07 Feb 2001 Rising Fundamentalism - Implications for National Security.  
Maj Gen Afsir Karim, AVSM (Retd).
4. 14 Feb 2001 Welfare Benefits for Battle Casualties and Medical Care for Ex-Servicemen.  
Lt Gen CR Sampath Kumar, AVSM, VSM (Retd).
5. 22 Feb 2001 Indo - US Relations.  
Ambassador Dennis Kux.  
Woodrow Wilson International Center for Scholars, USA.
6. 22 Feb 2001 European Security Policy and Global Stability.  
HE Mr Rudolf Scharping,  
Minister of Defence, Federal of Republic of Germany.
7. 28 Feb 2001 37th Munich Conference on Security.  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd),  
Director USI.
8. 07 Mar 2001 India's Aerospace Industry in the New Millennium.  
Air Mshi SR Deshpande, PVSM, AVSM, VM (Retd).
9. 14 Mar 2001 Is India e-ready?  
Maj Gen Yashwant Deva, AVSM (Retd).
10. 21 Mar 2001 The Balance Between Strategic and Tactical Application of the IAF in the Future and Review of the Present Force Structure.  
AVM Vinay Kapila, AVSM, VrC (Retd).



11. 26 Mar 2001 The Impact of Globalisation on Third World Countries  
HE Ambassador Dr Mohamed Shaker,  
Chairman of the Egyptian Council for Foreign Affairs.
12. 11 Apr 2001 Impressions of Visit to Pakistan.  
Lt Gen ML Dar , PVSM, AVSM (Retd),  
Admiral L Ramdas, PVSM, AVSM, Vrc, VSM (Retd).
13. 25 Apr 2001 Space Warfare and Military Strategy .  
Col AK Lal.
14. 16 May 2001 India's Relations with Neighbouring Countries.  
Shri JN.Dixit, IFS (Retd).
15. 24 May 2001 An Assessment of the Course of Sino-US Relations in  
the Aftermath of the Spy Plane Episode and President  
Bush's Announcement of Missile Defence.  
Shri B Raman, IPS (Retd).
16. 30 May 2001 Creative Intelligence for Personal and Professional  
Excellence:  
Lt Gen MM Wallia, PVSM, AVSM, SM (Retd).
17. 06 Jun 2001 National Security Apparatus - A Review of Land Forces  
Structure.  
Brig Jaspal Singh (Retd).
18. 15 June 2001 Implications of Jihad : Raising Vision of Greater Jihad.  
Lt Gen ML Chibber, PVSM, AVSM (Retd).
19. 20 June 2001 Human Resource Management in the Army - Planning  
for the Future.  
Maj Gen SBL Kapoor, VSM (Retd).
20. 04 Jul 2001 Impressions of Visit to China.  
Shri AN Ram, IFS (Retd).
21. 11 Jul 2001 Indo-Nepal Relations.  
Maj Gen Ashok K Mehta, AVSM (Retd).
22. 01 Aug 2001 Evolving Pakistan - Iran Relations.  
Shri SK Singh, IFS (Retd).
23. 8 Aug 2001 Command and Control of Indian Nuclear Forces.  
Lt Gen PK Pahwa, PVSM (Retd).

24. 16 Aug 2001 Nuclear Weaponisation in South Asia : Did US Non-Proliferation Policy Make any Difference?  
Prof Raju GC Thomas, Marquette University, USA.
25. 17 Aug 2001 National Regeneration Movement.  
Dr Acharya Sachidanand.
26. 12 Sep 2001 India's Nuclear Forces.  
Col Gurmeet Kanwal.
27. 17 Sep 2001 Vietnam' March into the 21st Century.  
HE Mr Pham Sy Tam,  
Ambassador of the Socialist Republic of Vietnam.
28. 26 Sep 2001 Indo-Russian Relations in the First Quarter of the 21st Century.  
HE Mr Alexander M Kadakin, Ambassador of the Russian Federation.
29. 03 Oct 2001 The Resurgence of Pakistan in the 21st Century.  
Maj Gen Vinod Saighal, VSM (Retd).
30. 05 Oct 2001 International Islamic Front for Jihad - Osama Bin Laden and Al Qaeda.  
Shri SK Datta, IPS (Retd).
31. 28 Nov 2001 Escalatory Dynamics in South Asia - A Case Study.  
Brig Arun Sahgal.
32. 12 Dec 2001 The World Order and India : Challenges and Integration in the Major Power System.  
Prof TV Paul, Mc Gill University.
33. 14 Dec 2001 Bush Administration's Arms Control Policy in East and South Asia.  
Isabelle Cordonnier.  
French Centre de Sciences Humaines, New Delhi
34. 20 Dec 2001 The Responsibility to Protect - Report of International Commission on Intervention and State Sovereignty.  
Prof Ramesh Thakur, UN University, Tokyo.

### Study Group Presentations

35. A Strategy for J & K. Lt Gen MM Lakhera, Lt Gen VK Nayar, Maj Gen Samay Ram, Maj Maroof Raza, Shri KN Daruwala and Dr S Bloeria.

36. Threat Perceptions to India's' Security from Weapons of Mass Destruction. Rear Adm KR Menon, Lt Gen PK Pahwa, Lt Gen BS Malik, Brig VK Nair, Cmde MS Mamik, Mrs Arundhati Ghose and Prof M Zuberi.

### Panel Discussion

37. 27 Jul 2001 Follow up of the Agra Summit - The Way Ahead.  
Shri K Subrahmanyam, Lt Gen KK Hazari, Shri JN Dixit,  
Shri KN Daruwala.

### Group Discussions

38. 12 Jan 2001 Impact of Controls on Exports of Dual - Use Technology  
on Developing Nations.  
Dr Seema Gahlaut.  
University of Georgia.

39. 02 Nov 2001 Indias' Security Perspective, with Special Focus on  
J & K.  
CDM/LDMC Team.  
Talk by Director, followed by discussion.

40. 07 Nov 2001 The War in Afghanistan and Developing Scenario.  
Maj Gen Samay Ram, AVSM (Retd).

### Interaction with Foreign Delegations/Individuals

41. 29 Jan 2001 Nuclear Stability in South Asia, and Kashmir Problem.  
Dr Shirin R Tahir-Kheli.  
Johns Hopkins University, USA.

42. 15 Feb 2001 India as a Pole of Power in 21st Century.  
French High Military Studies Centre.  
Talk by Director USI, followed by discussion.

43. 13 Jun 2001 South Asian Security Situation National Institute for  
Defence Studies, Japan  
Talk by Director USI, followed by discussion.



44. 14 Jun 2001 Security Policy Issues in Asia.  
Ambassador Ingolf Klesow,  
Swedish Defence Research Agency.
45. 20 Jul 2001 South Asian Security Situation, and Nuclear  
Disarmament.  
National Institute for Defence Studies, Japan  
Talk by Director USI, followed by discussion.
46. 22 Aug 2001 South Asia, Indo-Pak Relations, Terrorism and  
Influence of Taliban.  
Senior Staff Members of House International Relations  
Committee, USA.
47. 07 Sep 2001 PLA Delegation led by Lt Gen Lin Baochen  
Dy Cdr Chengdu Military Area.
48. 18 Sep 2001 Military Cooperation Among Developing Countries  
Institute of Diplomacy and Foreign Relations, Malaysia.
49. 15 Oct 2001 Indo - US Military to Military Relations.  
Presentation by Col Donald H Zedler,  
US Defence Attache.
50. 15 Nov 2001 India's Security Concerns.  
Sir Lanka Command and Staff College.  
Talk by Director USI, followed by discussion.

Annexure '2'  
(Refers to Para 20 of  
President's Report for 2001)

USI RESEARCH PROJECTS

<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<u>First Set (96 - 97)</u>				
1.	R-5(97)	<u>Cariappa Chair.</u> "Emerging Low Intensity Conflict Scenario In India". Lt Gen VK Nayar, PVSM, SM (Retd).	2001	275
2.	R-1(97)	<u>Katari Chair.</u> "Shape And Size Of The Indian Navy In The Early 21st Century". Vice Adm RB Suri, PVSM, AVSM, VSM (Retd).	1998	75
3.	R-2(97)	<u>Mukherjee Chair.</u> "Sustainable Defence : Harmonising Long And Short Term Goals". Air Mshl Vir Narain, PVSM (Retd).	1999	200
<u>Second Set (97-98)</u>				
4.	R-6 (98)	<u>Cariappa Chair.</u> "How To Make A Career In The Armed Forces Attractive?". Lt Gen RN Mahajan, PVSM (Retd). (Ocean Books)	2000	200
5.	R-7(98)	<u>Katari Chair.</u> "Naval Confidence Building Measures - An Indian Approach". Cdr Vijay Sakhuja. (Knowledge World)	2001	650
6.	R-1(98)	<u>Mukherjee Chair.</u> "The Impact Of Emerging Technologies On Air Power". Air Mshl Bharat Kumar, PVSM, AVSM (Retd).	1999	200
7.	R-4(98)	<u>Kothari Chair.</u> "A Nuclear Strategy For India". Rear Adm KR Menon (Retd). (Sage Publications).	2000	295 (SB) 395 (HB)

<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Third Set (98 - 99)</u></b>				
8.	R-8(99)	<b><u>Cariappa Chair.</u></b> "Modernisation Of The Chinese Armed Forces (PLA) And Its Impact On India's National Security". Lt Gen CK Kapur, PVSM, AVSM(Retd). Report awaited.		
9.	R-9(99)	<b><u>Katari Chair.</u></b> "Information Technology - The Future Warfare Weapon". Lt Cdr A Anand. (Ocean Books)	2000	150
10.	R-10(99)	<b><u>Mukherjee Chair.</u></b> "India's Aerospace Industry In The Next Millennium" Air Mrshl SR Deshpande, PVSM, AVSM, VM (Retd) Report awaited.		
11.	R-11(99)	<b><u>Kothari Chair.</u></b> "Emerging Global And National Information Infrastructures And Their Security Implication : An Analysis". (Secure or Perish) Maj Gen Yashwant Deva, AVSM (Retd). (Ocean Books)	2001	400
12.	R-12(99)	<b><u>MEA Chair.</u></b> "India And The Regional Security Environment After Shakti 1998". Prof Satish Kumar. Under publication.		
13.	OP-1/99	<b><u>Special Project.</u></b> "Recent Developments In Afghanistan With Special Reference To Their Impact On India". Shri Surya Gangadharan.	1999	75

**Fourth Set (99 - 2000)**

14.	R-13(2000)	<b><u>Cariappa Chair</u></b> "Socio-Ethnic Tensions In The North East India : A Historical Perspective And Effect On National Integrity And Security". Lt Gen NS Narahari, PVSM (Retd). Under publication		
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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
15.	R-14(2000)	<u>Katari Chair.</u> "Corporatisation Of Naval Dockyards" Cdr Suresh Malhotra. Report under scrutiny		
16.	R-15(2000)	<u>Mukherjee Chair.</u> "The Balance Between Strategic And Tractical Application Of The IAF In The Future". AVM Viney Kapila, AVSM, Vrc (Retd) Under publication		
17.	R-16(2000)	<u>Kothari Chair.</u> "Transforming To The Information Warfare Paradigm". Col RK Bhonsle, SM.	2001	150
18.	R-17(2000)	<u>MEA Chair.</u> "Institutional Interest And Input In Security Policy And Decision - Making". Maj Ali Ahmed. Not being published.		
<u>Fifth Set (2000 - 01)</u>				
19.	R-18(2001)	<u>Cariappa Chair</u> "Human Resources Management In The Army : Planning For The Future" Maj Gen SBL Kapoor, VSM (Retd) Under publication.		
20.	R-19(2001)	<u>Katari Chair.</u> "Defence, Development and National Security In The Indian Context" Cdr S Samaddar In progress.		
21.	R-20(2001)	<u>Mukherjee Chair.</u> "Command And Control Of Indian Nuclear Forces" Lt Gen PK Pahwa, PVSM (Retd). Report awaited.		
22.	R-21(2001)	<u>Kothair Chair.</u> "Space Warfare And Military Strategy" Col AK Lal. Report awaited.		

<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
23.	R-22 (2001)	<u>MEA Chair.</u> "National Security Apparatus : A Review of Land Forces Structure". Brig Jaspal Singh (Retd). Report under scrutiny.		
<u>Sixth Set (2001 - 02)</u>				
24.	R-23 (2002)	<u>Cariappa Chair</u> "Emerging Modes of Conflict and Asymmetrical Challenges to India's National Security" Col RK Bhonsle, SM		
25.	R-24 (2002)	<u>Katari Chair.</u> "Fourth Estate : A Force Multiplier for the Indian Army with the Specific Backdrop of Kargil Battle" Col SC Tyagi.		
26.	R-25 (2002)	<u>Mukherjee Chair.</u> "Human Resources Management in the IAF" Air Mshl S Kulkarni, PVSM,VM (Retd)		
27.	R-26 (2002)	<u>Kothari Chair.</u> "Environmental Security : Internal and External Dimensions and Response" Col PK Gautam (Retd)		
28.	R-27 (2002)	<u>MEA Chair.</u> "Enhancing Security Understanding Between India and ASEAN Countries." Lt Gen YM Bammi (Retd)		

Appendix 'B'  
(Refers to Para 13 of  
Minutes of Council Meeting  
Held on 19 Dec 2001)

**BUDGET/REVISED ESTIMATES - INCOME**

Ser No	Particulars	RE 2000-01	Actual Audited 2000-01	BE 2001-02	RE 2001-02	BE 2002-03
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Bus Fund</b>						
1	<b>Membership.</b>					
	(a) Entrance Fee	7,00,000	7,59,000	7,00,000	7,50,000	7,00,000
	(b) Life Membership Subscription	10,00,000	12,07,800	10,00,000	11,00,000	10,00,000
	(c) Annual Subscription	7,00,000	8,32,100	7,00,000	9,00,000	8,00,000
2	Journal Subscription	1,50,000	1,37,382	1,00,000	1,50,000	1,25,000
3	Journal Sale	20,000	26,046	20,000	15,000	15,000
4	Advertisement in Journals	7,000	22,500	10,000	8,000	10,000
5	Publications Sale (Less Research and Digest)	15,000	15,214	15,000	10,000	10,000
6	Sale of Digest	1,53,000	1,51,328	1,53,000	1,55,000	1,55,000
7	Net Surplus from Courses	1,60,000	3,34,343	2,00,000	90,000	1,00,000
8	Interest, Brokerage, Dividend	39,00,000	66,49,741	40,00,000	95,00,000	80,00,000
9	Grants (CSD - 5,00,000, MEA - 5,00,000)	10,00,000	10,00,000	5,00,000	5,00,000	5,00,000
10	Photocopier (Library)	15,000	24,101	15,000	20,000	20,000
11	Sales of Ties	3,500	7,750	5,000	2,000	2,000
12	Reimbursement of Seminar Fee	30,000	30,000	30,000	30,000	30,000
13	Misc	30,000	45,624	30,000	35,000	35,000
		78,83,500	1,12,42,929	74,78,000	1,32,65,000	1,15,02,000
<b>n Fund</b>						
14	Hiring of Auditorium and Seminar Rooms	6,00,000	6,40,075	6,00,000	7,50,000	7,00,000
15	Licence Fee	9,50,000	9,57,886	10,00,000	10,00,000	10,00,000
16	Residency/Restaurant Contract (Less Licence Fee, Electricity, Water & Temp Membership)	58,20,000	58,20,000	58,20,000	58,20,000	58,20,000
17	Electricity.	9,00,000	8,81,941	9,00,000	9,00,000	9,00,000
18	Water (RRPL)	36,000	36,000	36,000	36,000	36,000
		83,06,000	83,35,902	83,56,000	85,06,000	84,56,000
	<b>Total</b>	1,61,89,500	1,95,78,831	1,58,34,000	2,17,71,000	1,99,58,000
	<b>Expenditure</b>	1,48,83,500	1,38,41,597	1,55,82,000	1,67,07,000	1,66,45,250
	<b>Excess Income over Expenditure</b>	13,06,000	57,37,234	2,52,000	50,64,000	33,12,750



## BUDGET/REVISED ESTIMATES - EXPENDITURE

Ser No (a)	Items (b)	RE 2000-01 (c)	Actual Audited 2000-01 (d)	BE 2001-2002 (e)	RE 2001-02 (f)	BE 2002-03 (g)
<b>Adm Fund</b>						
1	Officers Pay & Allowances	6,75,000	6,51,990	7,00,000	7,25,000	8,00,000
2	Staff Pay & Allowances	14,80,000	15,11,092	16,00,000	16,50,000	18,00,000
3	CPF Liability	1,30,000	1,21,995	1,50,000	1,25,000	1,30,000
4	CPF Interest Liability	1,25,000	1,27,542	1,50,000	1,50,000	1,75,000
5	Legal Consultancy	24,000	23,500	24,000	20,000	24,000
6	Printing & Stationery	1,00,000	1,24,478	36,000	80,000	80,000
7	Postage	25,000	16,976	30,000	55,000	60,000
8	Advertisements	2,000	1,370	4,000	4,000	4,000
9	Photocopier (AMC + Paper)	20,000	18,219	25,000	25,000	30,000
10	Contingencies	25,000	26,670	30,000	30,000	30,000
11	Telephones	1,50,000	1,37,723	1,50,000	1,50,000	1,50,000
12	Audit Fee	21,000	26,250	25,000	26,250	26,250
13	Exec/Council/Staff/Visitor's Meetings	75,000	53,464	1,00,000	1,00,000	1,00,000
14	Insurance	70,000	65,234	75,000	66,000	70,000
15	Eqpt Repair & Maintenance	5,00,000	4,92,879	5,00,000	5,50,000	6,00,000
16	Building Maintenance	5,00,000	4,37,024	4,00,000	6,50,000	6,50,000
17	Water	70,000	66,600	70,000	70,000	70,000
18	Electricity	20,00,000	15,01,740	20,00,000	20,00,000	20,00,000
19	FCL	1,25,000	1,84,010	1,30,000	1,50,000	2,25,000
20	Security Contract	3,60,000	3,24,129	4,50,000	4,00,000	4,00,000
21	Housekeeping Contract	4,00,000	3,82,750	4,50,000	4,00,000	4,25,000
22	Gardening Contract	2,10,000	1,93,163	2,30,000	2,00,000	2,20,000
23	Electrical Services Contract	2,20,000	2,15,800	2,40,000	2,40,000	2,60,000
24	Pest Control Contract	15,000	14,700	15,000	15,000	16,000
25	Write Off	20,000	62,280	10,000	50,000	20,000
26	Capital Expenditure (Property)	11,00,000	10,64,408	10,00,000	10,00,000	10,00,000
27	Depreciation	30,00,000	30,64,161	30,00,000	30,00,000	30,00,000
28	Ties	12,500	-	5,000	25,000	-
29	Gratuity	50,000	50,010	50,000	1,55,000	60,000
30	Web Site	-	-	-	70,000	10,000
31	Misc Expenditure	10,000	9,170	10,000	10,000	10,000
		<b>1,15,14,500</b>	<b>1,09,69,327</b>	<b>1,16,59,000</b>	<b>1,21,91,250</b>	<b>1,24,45,250</b>
<b>Education Fund</b>						
32	Talks/Lectures/Discussions	75,000	61,926	1,00,000	1,00,000	1,00,000
33	NS Lecture	12,000	10,442	15,000	15,000	15,000
34	NS Paper	16,000	20,411	20,000	20,000	20,000
35	Seminars	1,56,000	1,38,353	90,000	1,00,000	1,00,000
36	Essay Competition	15,000	28,282	15,000	25,000	25,000
37	Journal	11,60,000	10,40,347	12,00,000	13,50,000	14,50,000
38	Digest	1,20,000	77,615	1,20,000	1,20,000	1,20,000
39	Interaction with International Institutions	5,00,000	97,604	10,00,000	5,00,000	8,00,000
40	Peacekeeping Seminar Sep 2000	-	3,82,274	-	1,17,726	-
41	Security Studies (Arun Singh TF, J&K, WMD)	-	8,500	-	85,024	1,00,000
		<b>20,54,000</b>	<b>18,65,754</b>	<b>25,60,000</b>	<b>24,32,750</b>	<b>27,30,000</b>
<b>Library Fund</b>						
42	Books	6,75,000	4,28,447	6,75,000	6,00,000	6,00,000
43	Periodicals	3,25,000	4,28,361	3,25,000	4,00,000	4,50,000
44	News Papers	70,000	31,450	1,00,000	1,25,000	1,40,000
45	Printing & Stationery	20,000	20,635	20,000	25,000	25,000
46	Photocopier (AMC + Paper)	25,000	26,070	25,000	25,000	30,000
47	Postage	15,000	15,430	18,000	18,000	20,000
48	Internet/DELNET	20,000	18,049	25,000	20,000	25,000
49	Contingencies	15,000	18,226	15,000	15,000	20,000
50	CDs/Cassettes	10,000	7,050	10,000	5,000	10,000
51	Books Write Off	-	12,798	-	-	-
52	Computer Hardware	-	-	-	4,50,000	1,00,000
53	Automation Charges	1,50,000	-	1,50,000	4,00,000	50,000
		<b>13,25,000</b>	<b>10,06,516</b>	<b>13,63,000</b>	<b>20,83,000</b>	<b>14,70,000</b>
<b>Total</b>		<b>1,49,93,500</b>	<b>1,39,41,597</b>	<b>1,55,82,000</b>	<b>1,67,07,000</b>	<b>1,66,45,250</b>

**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 12 FEB 2002 AT 1030 H AT USI**

1. The following members were present :-

- |     |   |          |
|-----|---|----------|
| (a) | Lt Gen PS Joshi, PVSM, AVSM, VSM<br>Chief of Integrated Staff<br>To the Chairman Chiefs of Staff Committee and<br>President USI Council | Chairman |
| (b) | Vice Adm JC DeSilva, PVSM, AVSM<br>Vice Chief of the Naval Staff and<br>Vice President USI Council                                      | Member   |
| (c) | Air Mshl SG Inamdar, PVSM, VSM<br>Vice Chief of the Air Staff and<br>Vice President USI Council   | Member   |
| (d) | Maj Gen Ashok Vasudeva, VSM<br>Offg DGMT and<br>Chairman USI Executive Committee  | Member   |
| (e) | Cmde AS Bajwa<br>DNT  | Member   |
| (f) | AVM AK Singh, AVSM, VM, VSM<br>ACAS (Trg)   | Member   |
| (g) | Air Mshl KC Cariappa, PVSM, VM (Retd)   | Member   |
| (h) | Lt Gen RS Dayal, PVSM, MVC (Retd)   | Member   |
| (j) | Shri CR Gharekhan, IFS (Retd)   | Member   |
| (k) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)  | Member   |
| (l) | Vice Adm IJS Khurana, PVSM (Retd)   | Member   |
| (m) | Lt Gen Yuvraj Mehta, PVSM, AVSM (Retd)  | Member   |
| (n) | Air Mshl Vlr Narain, PVSM (Retd)  | Member   |
| (o) | Lt Gen VK Nayar, PVSM, SM (Retd)  | Member   |
| (p) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)   | Member   |



- |     |   |                     |
|-----|---|---------------------|
| (q) | Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)  | Member              |
| (r) | Shri NN Vohra, IAS (Retd)                     | Member              |
| (s) | Lt Gen Satish Nambiar, PVSM, AVSM, Vrc (Retd) | Member<br>Secretary |

2. The President declared the meeting open by welcoming all the new members who have been elected to the Council. At the outset he requested the Council members to pay homage to the memory of Maj Gen SC Sinha, PVSM(Retd), former Director of this Institution who died on 26 January 2002, by observing a minute's silence.

3. At the recommendation of the Director it was unanimously decided by the Council, that the USI Auditorium would be dedicated to the memory of Maj Gen SC Sinha. It was decided that it would henceforth be called the Maj Gen Samir Sinha Auditorium. After some discussion it was also decided that a good painter would be commissioned to prepare portraits on canvas of Maj Gen SC Sinha and Col Pyara Lal to be appropriately placed in the Auditorium and Library respectively.

**Item I - To Receive Apologies for Absence**

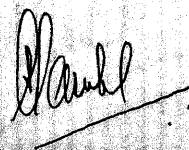
4. (a) Lt Gen NC Vij, PVSM, UYSM, AVSM  
Vice Chief of the Army Staff and  
Vice President, USI Council
- (b) Vice Adm PS Das, PVSM, UYSM, VSM(Retd)
- (c) Lt Gen M Thomas, PVSM, AVSM, VSM(Retd)

**Item II - To Confirm the Minutes of the Council Meeting Held on 19 Dec 2001**

5. Progress on the various points made at the Council meeting held on 19 December 2001 was reviewed, after which the minutes were passed; proposed by Air Mshl KC Cariappa and seconded by Lt Gen Yuvraj Mehta.

**Item III - Investment Policy**

6. The Council was apprised of the state of investment from all USI funds, and the rates of interest currently being offered on investments. A decision was required to be taken in context of recommendation made by the Executive Committee at its meeting held on 19 October 2001 that future investments of USI funds be made only in totally safe agencies like the RBI and Post Offices. It was unanimously accepted that it may be preferable to invest USI funds in safe government agencies. However, it was suggested that current investments in





various public sector undertakings and firms like HDFC, ICICI, IDBI and BEL be appropriately diversified. Amounts that become available on maturity be invested primarily in Post Office cumulative deposits, RBI Relief Bonds and mutual funds subject to confirmation that, firstly the RBI Relief Bond option is available to institutions like the USI, and secondly that mutual fund investments would be a secure option. Shri NN Vohra agreed to send a brief on the subject in context of investments made by the India International Centre to enable the USI to benefit from the experience of that Centre.

**Item IV - Membership Military Nursing Service Officers**

7. After some discussion it was accepted that since the Military Nursing Service Officers do not fall under the category of those entitled to Life Membership of the USI, applicants may be considered for Associate Membership in the normal manner.

**Item V - To Confirm the Subjects and Speakers / Writers for Various Events During 2002**

8. The subjects approved by the last Council for events during 2002 were endorsed by the Council after some discussion. Following points that emerged would need to be borne in mind for future consideration:-

(a) That the focus should primarily be on national security issues directly related to the integrity of the nation from external agencies and internal developments.

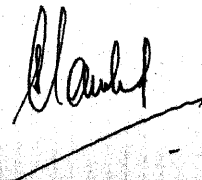
(b) The role and responsibility of Central Reserve Police Force organisations and Para Military Forces, and State Police Forces, to the extent that they impact on the responsibility of the Armed Forces, should be appropriately studied.

9. The Executive Committee was authorised to decide on the speakers / writers for the various events for 2002.

**Item VI - Conduct of Capsules at USI for Middle Level Service Officers**

10. The Director apprised the Council members that the USI would be more than willing to conduct appropriate capsules / workshops for Service officers on selected national security issues; he also accepted the commitment to run seminars and discussions on specialist subjects for participation by Service officers, should the Service Headquarters so desire. After some discussion on the subject, the following were generally agreed upon :-

(a) The duration of such capsules / workshops should not be more than a maximum of three to five days at a time.



(b) Such events should also preferably be run at other major stations so that maximum officers can benefit from the same.

(c) The Joint Training Committee would submit an appropriate proposal in this regard to the USI for further consideration.

#### **Item VII - To Nominate Members of the Executive Committee**

11. It was agreed that all Council members resident in the National Capital Region be nominated to serve on the Executive Committee together with DGMT (as Chairman), DNT and ACAS (Trg). The composition of the Executive Committee would therefore be as follows :-

(a) Maj Gen Ashok Vasudeva, VSM Offg DGMT	Chairman
(b) Cmde AS Bajwa DNT	Member
(c) AVM AK Singh, AVSM, VM, VSM ACAS (Trg)	"
(d) Vice Adm PS Das, PVSM, UYSM, VSM(Retd)	"
(e) Shri CR Gharekhan, IFS (Retd)	"
(f) Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM(Retd)	"
(g) Vice Adm IJS Khurana, PVSM(Retd)	"
(h) Air Mshl Vir Narain, PVSM (Retd)	"
(j) Lt Gen VK Nayar, PVSM, SM(Retd)	"
(k) Lt Gen Vinay Shankar, PVSM, AVSM, VSM(Retd)	"
(l) Shri NN Vohra, IAS(Retd)	"
(m) Lt Gen Satish Namblar, PVSM, AVSM, Vrc(Retd) Director, USI	Member Secretary

#### **Item VIII - Director's Points**

12. The following points were raised by the Director and appropriate decisions taken :-

(a) **DRDO Chair.** The Director apprised the members about recent developments in the DRDO pertaining to monitoring of subjects and

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speakers for the DRDO Chair. He however mentioned that it had been clarified to Dr VK Aatre, Scientific Advisor to the Raksha Mantri, that whereas the DRDO would be free to make suggestions on subjects for study and scholars to be nominated, the final decision in this regard would rest with the Board of Management of USICR.

(b) **Board of Management for Centre for United Nations Peacekeeping.** As there were some problems pertaining to funding of journey from outstation for attendance at the meetings of the Board of Management for the Centre for United Nations Peacekeeping, it was decided to nominate Air Mshl Vir Narain to the Board in place of Air Mshl KC Cariappa.

(c) **Vacancy on the Council.** It was agreed that there was no requirement to nominate any other member in the vacancy that has occurred in the Council with the sad demise of Maj Gen SC Sinha, PVSM (Retd).

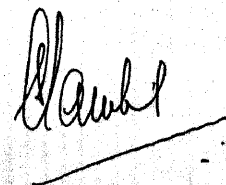
(d) **Honorarium for Participants at USI Events (Point submitted by Vice Adm PS Das.** It was unanimously accepted that there is a need to increase the honorarium made to participants at various USI events. The Director agreed to submit proposals in this regard at the next meeting of the Executive Committee, which was then authorised to finalise the same.

(e) **Correspondence Course for SL Officers.** The Director's suggestion to accede to requests for conduct of correspondence courses for SL officers was endorsed by the Council. Such courses would be conducted as soon as details are finalised.

#### **Item IX - Additional Points**

13. (a) Air Mshl KC Cariappa proposed review of the decision on serving wine and beer in the USI Restaurant. After some discussion it was agreed that in view of the fact that the Director of the USI would be required to assume responsibility for the licencing agreement entered into with the Excise Department, this was not a feasible option. It was therefore unanimously decided that status quo would remain in this regard.

(b) Lt Gen Yuvraj Mehta raised the issue of opening chapters in other stations to cater for members outside Delhi. The Director apprised the Council members that this has been a subject of discussion for many years now. In pursuance of the deliberations over a period of time some USI activities including the setting up of groups to study selected subjects in various stations, and conduct of lectures, has been undertaken in selected stations as an initial measure. The aspect of opening chapters could be deliberated on in due course.

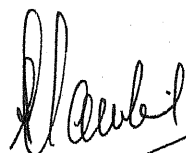




14. There being no further points for discussion, the meeting was declared closed by the President. The Council then adjourned to the "Pavilion", where Lt Gen Dewan Prem Chand, PVSM (Retd) presented various memorabilia of his service in the Indian Army, and more particularly with the United Nations, to the USI Centre for Armed Forces Historical Research. The President of the Council in thanking him for the presentation assured him that these will find a place of honour in the USI.

No. 1078/USI/Council/2002

Date 18 February 2002

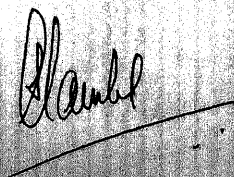


(Satish Nambiar)  
Lt Gen (Retd)  
Director USI and  
Member Secretary

**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 16 DEC 2002 AT 1030 H AT USI**

1. The following members were present :-

- |     |   |                  |
|-----|---|------------------|
| (a) | Lt Gen PS Joshi, PVSM, AVSM, VSM, ADC<br>Chief of Integrated Defence Staff<br>to the Chairman Chiefs of Staff Committee,<br>and President USI Council | Chairman         |
| (b) | Air Mshl SG Inamdar, PVSM, VSM, ADC<br>Vice Chief of the Air Staff,<br>and Vice President USI Council   | Member           |
| (c) | Maj Gen Ashok Vasudeva<br>Offg DGMT,<br>and Chairman USI Executive Committee  | Member           |
| (d) | Cmde Ajay Parmar<br>DNT   | Member           |
| (e) | AVM AK Singh, AVSM, VM, VSM<br>ACAS (Trg)   | Member           |
| (f) | Air Mshl KC Cariappa, PVSM, VM (Retd)   | Member           |
| (g) | Vice Adm PS Das, PVSM, UYSM, VSM (Retd)   | Member           |
| (h) | Lt Gen RS Dayal, PVSM, MVC (Retd)   | Member           |
| (j) | Shri CR Gharekhan, IFS (Retd)   | Member           |
| (k) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)  | Member           |
| (l) | Vice Adm IJS Khurana, PVSM (Retd)   | Member           |
| (m) | Lt Gen Yuvraj Mehta, PVSM, AVSM (Retd)  | Member           |
| (n) | Air Mshl Vir Narain, PVSM (Retd)  | Member           |
| (o) | Lt Gen VK Nayar, PVSM, SM (Retd)  | Member           |
| (p) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)   | Member           |
| (q) | Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)  | Member           |
| (r) | Lt Gen Mathew Thomas, PVSM, AVSM, VSM (Retd)  | Member           |
| (s) | Shri NN Vohra, IAS (Retd)   | Member           |
| (t) | Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director, USI  | Member Secretary |



2. The President declared the meeting open by welcoming all members and asked the Director to proceed with the Agenda.

**Item I – To Receive Apologies for Absence**

3. (a) Lt Gen NC Vij, PVSM, UYSM, AVSM, ADC, Vice Chief of the Army Staff and Vice President USI Council was not able to attend and had requested Lt Gen JBS Yadava, AVSM, VrC, VSM, Dy Chief of the Army Staff (T&C) to represent him at the meeting.
- (b) Vice Adm JC DeSilva, PVSM, AVSM, ADC, Vice Chief of the Naval Staff and Vice President USI Council had sent word that he would be delayed; in the event, he was unable to attend the meeting.
- (c) Shri Subir Dutta, IAS, Defence Secretary had called up just prior to the meeting to express his inability to attend due to another urgent commitment that had come up. He, however, requested the Director to bring to the notice of the Council his complete endorsement and support of the proposal at Agenda Item X.

**Item II – To Receive the President's Report for 2002**

4. The President's Annual Report of the USI for the year 2002 was presented to the Council. The following aspects were briefly discussed :-
  - (a) Air Mshl KC Cariappa asked for the break down of Life Members by Service and in the categories of serving and retired officers; this was provided by the Director.
  - (b) On the subject of the Security Seminar conducted at Chandigarh on 04 Sep 2002, at the request of the Chairman, Lt Gen Vijay Oberoi briefly apprised the Council about the event.
  - (c) In so far as the National Security Lecture 2002 to be delivered by former Prime Minister Shri IK Gujral on 27 Dec 2002 is concerned, the Director apprised the Council that due to Shri Gujral's non-availability on that date, the lecture now stands postponed to 20 Jan 2003.
  - (d) On the aspect of interaction with foreign institutions, at the request of the Chairman, Lt Gen Vijay Oberoi briefly apprised the Council of his attendance at a meeting held at the National Defence University, Taipei from 25 to 30 October 2002, on behalf of the USI. Similarly, Vice Adm PS Das apprised the Council of the event he attended on behalf of the USI at the China Institute for International Strategic Studies, Beijing from 03 to 06 Dec 2002.
  - (e) On the subject of books being transferred from the Ministry of Defence Library to the USI, Shri NN Vohra brought to the notice of the Council that a number of books in the Ministry of Defence Library were of rare nature and would be very useful additions to the Colonel Pyara Lal Memorial USI Library.
5. A copy of the President's Report is at Appendix 'A' attached.

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**Item III – To Confirm the Minutes of the Last Council Meeting Held on 12 Feb 2002**

6. Progress on some of the points made at the Council meeting held on 12 Feb 2002 was briefly reviewed. The main point that needed attention was the aspect of Provident Fund notification by the Provident Fund Commissioner, Delhi. Lt Gen RS Dayal who had earlier agreed to use his good offices to interact in the matter, apprised the Council that he was meeting the person concerned on the subject later in the day and would apprise Shri AK Luthra, the Chartered Accountant accordingly. At this stage, Shri AK Luthra suggested that should there be no immediate action in the matter, it may be necessary for interaction at a higher level, with the Lt Governor of Delhi.

7. The minutes were then passed, proposed by Lt Gen VK Nayar and seconded by Air Mshl KC Cariappa.

**Item IV – To Approve Accounts and Audit Report for 2001-02**

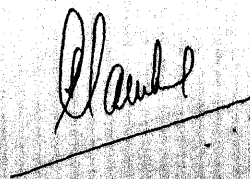
8. The Balance Sheet, Income and Expenditure Statements along with Schedules, and Director's comments thereon, were considered by the Council. The Accounts and Audit Report were then unanimously approved by the Council; proposed by Lt Gen AS Kalkat and seconded by Shri CR Gharekhan.

**Item V – To Appoint Auditors for 2002-03**

9. The Council approved the appointment of M/s Luthra and Luthra as auditors for 2002-03. At the request of Shri AK Luthra, the Council unanimously approved an increase of Rs. 5,000/- in remuneration in view of the fact that a number of additional items have been added to the accounts of the USI.

**Item VI – To Approve the Revised Estimates for 2002-03 and Budget Estimates for 2003-04**

10. The Revised Estimates for 2002-03 and Budget Estimates for 2003-04 were reviewed by the Council. Air Mshl Vir Narain raised the aspect of viability of the USI Journal in terms of Income and Expenditure suggesting that the detailed break down of this specific account may be useful to the Council. The Director apprised the Council that details of income on Journal subscription, sale and advertisement are reflected at Serials 2, 3, and 4 (Page 5) at Appendix 'B' to the Agenda. Similarly, expenditure details pertaining to the Journal are reflected at Serial 38 (page 9) of the Budget / Revised Estimates. He informed the Members that there was no method of indicating what proportion of members' subscription or the interest thereof could be accurately reflected as income to clarify whether the production of the Journal and making it available to all Life Members was viable. After some detailed discussion, it was agreed that provision of the Journal free to all Life Members should continue as hitherto fore. However, the Director and staff together with Members of the Council would make greater efforts to secure more advertisements for the Journal on a regular basis. The Revised Estimates for 2002-03 and the Budget Estimates for 2003-04 were then unanimously approved. These are given at Appendix 'B' attached.



**Item VII – To Approve Allotment of Funds**

11. The Council approved allocations as under for the year 2003-04 :-

- |     |                |   |                 |
|-----|----------------|---|-----------------|
| (a) | Adm Fund       | - | Rs. 80,00,000/- |
| (b) | Education Fund | - | Rs. 45,00,000/- |
| (c) | Library Fund   | - | Rs. 15,00,000/- |

**Item VIII – To Approve and Declare the Results of Gold Medal Essay Competition 2002**

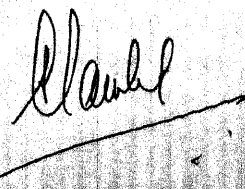
12. The sealed envelopes of the evaluation of the Gold Medal Essay Competition 2002 were opened by the Director in the presence of the members. The results are as follows:-

(a) **Group 'A' – Open to All Officers – "Psychological Impact of Protracted Service in Low Intensity Conflict (LIC) on Armed Forces Personnel : Causes and Remedies"**

- |      |  |   |   |
|------|--|---|---|
| (i)  | IC 50579 F Maj Praveen Badrinath<br>WARDEC           | - | First Prize – Gold Medal and cash award of Rs. 5,000/- and entry accepted for publication in the USI Journal. |
| (ii) | 13623 F Wg Cdr NN Aggarwal<br>31 Squadron, 9 Wing AF | - | Second Prize – cash award of Rs. 2,500/- and entry accepted for publication in the USI Journal.               |

(b) **Group 'B' – Open to Officers Upto Maj and Equivalent With Not More Than 10 Years of Service – "Managing Technology – A Challenge for Military Leadership of the 21<sup>st</sup> Century"**

- |      |  |   |   |
|------|--|---|---|
| (i)  | SS 38327 H Capt Rakesh Vadhyar<br>1 SIKH LI                    | - | First Prize – Gold Medal and cash award of Rs. 5,000/- and entry accepted for publication in the USI Journal. |
| (ii) | 04279 Z Lt Neeraj Malhotra, IN<br>HQ Andaman & Nicobar Command | - | Second Prize – cash award of Rs. 2,500/- and entry accepted for publication in the USI Journal.               |



**Item IX – Composition of Council, Executive Committee and Boards of Management**

13. After some detailed discussion, it was unanimously decided by the Council that the DCIDS (DOT) be co-opted as a member of the USI Council and as Chairman of the Executive Committee in his capacity as the Chairman of the Joint Training Committee. It was agreed that there was no requirement either for DCIDS (DOT) or ACIDS (Ops) to be co-opted as members of the Boards of Management of USICR, CAFHR or the CUNPK.

14. The aspect of inclusion of the DCIDS (DOT) as a member of the Council and Chairman of the Executive Committee, should be formalised by amending the Rules and Byelaws of the USI appropriately.

**Item X – Establishment of USI Centre for Strategic Security Studies and Simulation**

15. This item was discussed at considerable length and the idea was fully endorsed by all Members of the Council. Some reservations were expressed about the availability of serving Armed Forces officers as research scholars at such a Centre. The aspect of availability as also the desirability of having serving officers as part of this non-official process was deliberated on at some length. In view of the fact that such service officers were already undertaking research work as fellows at the Institute for Defence Studies and Analyses, it was felt that there should be no real problem in their participation in such activities at the proposed Centre at the USI. It was also felt that participation by serving officers was essential so as to enable them to benefit from such independent research work in the better interests of the Armed Forces. Reservations were also expressed about the ability to undertake gaming and simulation exercises without adequate equipment, both hardware and software. This aspect was countered by many members who suggested that gaming and simulation do not necessarily require computers and advanced equipment, and that such facilities could be of use in principle the setting up of the "USI Centre for Strategic Security Studies and Simulation" (USI-CS4) and directed that the Executive Committee would process further action in this regard.

**Item XI – To Approve the Subjects And Speakers for Various Events During 2003**

16. After some detailed discussion on various subjects, the Council approved the following subjects for the events during 2003 :-

(a) **National Security Lecture.** "Use of the Armed Forces in Coercive Diplomacy and its Implications for National Security". Possible speakers could be Shri Naresh Chandra, General S Padmanabhan, Admiral VS Shekhawat or Air Mshl Vinod Patney.

(b) **Col Pyara Lal Memorial Lecture.** "The UN Charter And Its Relevance To Contemporary International Relations", by Shri CR Gharekhan.

*[Signature]*



(c) **National Security Seminar.** "The Emergence of the Peoples Republic of China as a Power to Reckon with in the International Arena and the Implications for India and the Region".

(d) **National Security Paper.** "The Future of Manned Combat Aircraft" – by Air Mshl Vinod Patney, Air Chief Mshl AY Tipnis or Air Vice Mshl Kapil Kak.

(e) **Gold Medal Essay Competition.**

(i) **Group 'A'.** – "Restructuring the Military Hierarchy - Can It Be Made More Horizontal ?"

(ii) **Group 'B'.** - "In the Fast Changing Social Milieu, Junior Officers of Today Have Different Career Aspirations and Expectations From the Work Environment. Is the Organisation Adapting To These Changes ? What Needs To Be Done To Cater To The Psychological, Social And Professional Needs Of Our Young Officers ?" It was felt that this may be appropriately reworded before promulgation.

#### **Item XII – Points From Members**

17. The points raised by Air Mshl KC Cariappa were dealt with as under :-

(a) On the subject of deputation of officers from the Indian Air Force for various courses abroad, the ACAS (Trg) undertook to apprise Air Mshl Cariappa of available details.

(b) The Chairman briefly apprised all members of some relevant aspects of recent Indo – US interaction between the Armed Forces of the two countries.

18. Air Mshl Vir Narain suggested that a USI web site devoted to gallantry award winners be set up. After some discussion it was agreed that such a web site would be set up under the aegis of CAFHR, for which appropriate inputs would be sought from the personnel branches of the respective Service Headquarters.

#### **Item XIII – Any Other Points**

19. **Indo-US Inter-action.** The Director apprised the Council that the Net Assessment Office in the Pentagon, USA had interacted at the official level with the Net Assessment Cell that had been set up under the Chief of the Integrated Defence Staff. However, the Americans were keen that such interaction be also undertaken at the non-official level using the USI as a focus. The Director informed members that he had already engaged in dialogue on this subject with the Americans, and now sought the approval of the Council to pursue such an interaction appropriately. The Council accorded unanimous approval to such interaction.

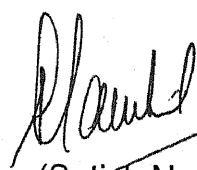
20. **Dearness Allowance.** After some discussion the Council approved the grant of dearness allowance at Government rates to all members of the USI staff including re-employed pensioners.

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21. Maj Gen Samir Sinha Memorial Lecture. The Council recorded deep appreciation of the gesture by Mrs SC Sinha in offering Rs. 1,00,000/- towards instituting an annual lecture in memory of Maj Gen Samir Sinha. In recognition of his sterling contribution to the development of the USI over the years in which he was associated with the Institution initially as Chairman of the Executive Committee and later as the Director, the Council accorded unanimous approval to the project and asked the Director to respond appropriately to Mrs SC Sinha and institute such a memorial lecture with effect from 2003.

No. 1078/Council/2002-2/USI

Date 20 Dec 2002



(Satish Nambiar)  
Lt Gen (Retd)  
Director USI  
Member Secretary

**PRESIDENT'S REPORT FOR 2002**

1. Gentlemen, it gives me great pleasure to welcome you to this year's annual Council Meeting. It is my privilege to present the report covering some of the important developments during the year 2002. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix. Copies will subsequently be forwarded to Life Members.

**Finances**

2. Audited accounts for 2001-02, Revised Estimates for 2002-03, and Budget Estimates for 2003-04 are already with you. Our Chartered Accountant has been invited to clarify any points that you may have.

3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years was as under :-

	<u>As On</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 2000	Rs. 5,79,48,488	Rs. 87,61,000
(b)	31 Mar 2001	Rs. 6,97,83,660	Rs. 1,18,35,172
(c)	31 Mar 2002	Rs. 7,61,15,877	Rs. 63,32,217

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India has not been able to pay since end 1996. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. The case of CCI is under quasi judicial proceedings of BIFR, and we have registered our case with the Company Law Board.

5. Investment details of Corpus and Research Funds as on 31 Mar 2002 are as under :-

	<u>Corpus Fund</u>	<u>Research Fund</u>
(a)	HDFC Ltd	Rs. 2,45,00,000
(b)	BEL	Rs. 24,00,000
(c)	ICICI	Rs. 47,31,000
(d)	NTPC	Rs. 20,25,000
(e)	HDFC Bank	--
		--





(f)	CBPO	Rs. 35,00,000	--
(g)	IDBI	Rs. 30,00,000	Rs. 1,25,000
(h)	UTI	Rs. 3,78,488	-
(j)	Syndicate Bank	-	Rs. 1,00,000
		<u>Rs. 7,61,15,877</u>	<u>Rs. 93,81,000</u>

3. Investment position of other funds as on 31 Mar 2002 was as under :-

(a)	Col Pyara Lal Memorial Fund	-	Rs. 2,25,000
(b)	MacGregor Memorial Fund	-	Rs. 1,75,000
(c)	Provident Fund	-	Rs. 22,24,000
(d)	CAFHR Fund	-	Rs. 45,78,257

#### Membership

7. Membership state as on 30 Sep 2002 was as under :-

(a)	Life Members	-	7228
(b)	Ordinary Members	-	1481
(c)	Associate Members	-	74
(d)	Corporate Members	-	2
(e)	Subscriber Members	-	347
			<u>9136</u>

#### USI Journal

8. 9500 copies are being printed, up 500 since last year. Current price of Rs. 75/- per copy came into effect from 01 Jan 99 and is continuing.

#### Library

9. **Books.** During the period 01 Nov 2001 - 31 Oct 2002, the Library purchased 606 books, received 89 books for reviews, and 812 books were presented.

#### Seminars

10. **National Security Seminar.** This was held on 20 and 21 Nov 2002 on the subject of 'Vulnerabilities of Our Economy in the Backdrop of Globalisation : An Analysis of India's Long Term Economic Security'. Proceedings are being compiled for publication.

11. **Security Seminar at Chandigarh.** This was held on 04 Sep 2002 on the subject of "Security Challenges of India in the Regional Context, with special reference to Terrorism - Prognosis and Responses" and was coordinated by Lt Gen Vijay Oberoi on behalf of the USI. Proceedings are under publication.

*[Signature]*

12. **UN Peacekeeping Seminars.** Following peacekeeping seminars were held during the year :-

- (a) India – UK Peacekeeping Seminar 07 – 08 Feb 2002.
- (b) ASEAN Regional Forum Seminar 20 – 21 Mar 2002 on the subject of "Best Practices and Lessons Learnt."
- (c) India – USA Working Group Seminar 03- 04 Apr 2002.
- (d) National Seminar 30 – 31 Jul 2002 on the subject of "Emerging Trends in Peacekeeping – The Challenges and Responses."

13. **Joint Seminars.**

- (a) USI – FES (Friedrich Ebert Stiftung) Seminar on 19 and 20 Feb 2002 on the subject of "Security Environment in Southern Asia." Proceedings have been published.
- (b) USI – CCC (Centre for Contemporary Conflict) seminar on 26 – 27 Sep 2002 on the subject of "The Causes, Conduct and Consequences of Kargil 1999, and Present Security Concerns."

**Lectures/Group and Panel Discussions**

14. **National Security Lecture 2002** This will be delivered at 1800 H on 20 Jan 2003 by Shri IK Gujral, Former Prime Minister on the subject of 'India's Look East Policy – A Review and the Way Ahead.'

15. **The Sixth Colonel Pyara Lal Memorial Lecture.** This was delivered on 19 Sep 2002 by Prof Martin Zuberi on the subject of 'Weapons of Mass Destruction in the Hands of Non-State Actors – An Emerging Threat ; Assessment of the Possibility and its Impact on National Security.' Text has been published in the USI Journal.

16. **Other Lectures/Discussions.** List of other talks/discussions conducted during 2002 is given at Annexure 1 attached.

**Interaction With Foreign Institutions**

17. **Foreign Delegations.** Following foreign delegations visited the USI during the current year :-

- (a) 25 Jan 2002 - Nepal Council of World Affairs.
- (b) 06 Feb 2002 - Cabinet Intelligence and Research Office, Japan. Led by Lt Gen Masahino Kunimi(Retd), DG.
- (c) 08 Mar 2002 - US Air War College. Talk by Director on "Security Environment in South Asia."

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- (d) 11 Apr 2002 - Royal Jordanian War College.  
Talk by Director on "India's Security Concerns."
- (e) 22 Apr 2002 - French Army Historical Branch  
Led by Brig Gen Berlaud.
- (f) 19 Aug 2002 - Bangladesh Armed Forces, War College.  
Talk by Director on "India's Security Concerns."
- (g) 24 Sep 2002 - Royal College of Defence Studies, UK.  
Talk by Lt Gen VK Sood, PVSM(Retd)  
on "Indo-Pak Relations Post Sept 11."
- (h) 28 Oct 2002 - Capstone Programme, National Defence University,  
USA.
- (j) 30 Oct 2002 - Sri Lanka Army Command and Staff College.

18. **China Visit.** A USI delegation comprising the Director, Rear Adm KR Menon, Air Cmde RV Phadke and Ms Arundhati Ghose visited China from 23 Sep to 30 Sep 2002 and interacted with the China Institute of International Strategic Studies (CISS), the China Arms Control and Disarmament Association (CACDA), Centre for Asia - Pacific Studies at the China Academy of Social Sciences (CASS), and the Chinese Institute for Contemporary International Relations (CICIR). The delegation also met General Xiong Guangkai, Deputy CGS PLA and Chairman CISS, and Mr Wang Guangya, Vice Foreign Minister. A report on the visit will appear in the USI Journal.

19. **Lt Gen Vijay Oberoi.** Attended the Strategic Assessment Round Table Meetings organized by the National Strategic Studies Institute of the National Defence University at Taipei from 25 to 30 Oct 2002. Expenses were covered by the organisers.

20. **Vice Adm PS Das.** Attended an International Symposium on Asia-Pacific Security Situation at Beijing from 03 to 06 Dec 2002 at the invitation of China Institute for International Strategic Studies.

**Gold Medal Essay Competition**

21. 95 entries were received this year as compared to 101 last year.

**Research Activities**

22. Details of the fellowships so far awarded, and their current status, are given at Annexure 2 attached. 15 project reports have so far been published, including 10 from established publishers.

**Security Studies**

23. (a) **A Strategy for J & K.** A Study Group under coordination of Lt Gen MM Lakhera was constituted in Apr 2001. The report has now been received. Three copies are being made for placing in the Library.

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(b) WMD. A Study Group under coordination of Rear Adm KR Menon was constituted in Apr 2001. Report is awaited. DRDO had given Rs. One Lakh for this effort.

#### USI Centre for Armed Forces Historical Research

24. Fellowship. The first two fellowships were awarded to Lt Gen Gurbir Mansingh and Brig CB Khanduri for research on "French Military Influence in India" and "Thimayya : An Amazing Life" ; the next two have been awarded to Air Cmde AK Tiwary and Maj Vivek Chadha for research on "Operational History of the Indian Air Force" and "History of Low Intensity Conflict in India" respectively.

25. Indian Army History Project. Army Headquarters have sponsored a project for writing a brief history of the Indian Army, with emphasis on the post-Independence period. Rs. Two Lakhs funding is to be provided by them. USICAFHR has constituted a team of authors for the purpose. The project is to be completed by 30 Jun 2003.

26. Books Ex Defence Library. Approximately 15,000 books published prior to 1947 are being transferred to USICAFHR from the Ministry of Defence Library and will be merged in the USI Library stock.

#### USI Centre for UN Peacekeeping

27. Training Capsules. Besides seminars mentioned above, three international peacekeeping training capsules were conducted as under :-

(a) UN Military Contingents Junior Officers Capsule (UNMCJOC-2). This was of three weeks duration, from 19 Aug to 06 Sep 2002 and was attended by 15 foreign and 28 Indian officers.

(b) UN Military Observers and Staff Officers Capsule (UNMOSOC-2). This was of two weeks duration, from 28 Oct to 08 Nov 2002 and was attended by 14 foreign and 30 Indian officers. In addition five US Army Officers attended the second half of the Capsule.

(c) UN Logistics Officers Course (UNLOC-1) This was of five days duration from 09 to 13 Dec 02 and was attended by 10 foreign and 18 Indian officers.

28. Funding. Financial assistance is being provided by MEA on an event-by-event basis.

#### Correspondence Courses

29. The number of students who took the courses during 2001-02 was 2492 as compared to 2488 during 2000 - 01. DSSC (Army) examination was cancelled this year, and as such our correspondence course was terminated mid way. 50% of the tuition fee was refunded to students.

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Annexure 1  
(Refers to Para 16 of  
President's Report for 2002)

TALKS / DISCUSSIONS

Talks

1. 09 Jan 02 "Self Empowerment for Personal and Professional Excellence".  
Lt Gen MM Walia, PVSM,AVSM,SM (Retd)
2. 16 Jan 02 "National Security Management – A Dynamic Approach  
Brig Arun Sahgal
3. 25 Jan 02 "Dynamics of Indo-Pak Relations".  
Shri Vijay K Nambiar, IFS
4. 31 Jan 02 "Sino-Indian Relations After Pokhran II," and "Arms Control  
Competition, Proliferation and Regional Security."  
Dr. WPS Sidhu and Mr Jing Dong Yuan  
International Peace Academy, USA.
5. 08 Feb 02 "India and the Indian Ocean."  
Prof Geoffrey Till  
Dean Academic Studies,  
UK Joint Services Command and Staff College.
6. 12 Feb 02 "Policies Surrounding the Development of Military  
Decorations and Campaign Medals from Early British Times  
Till 1970."  
Dr Edward Haynes  
Winthrop University.  
(USI CAFHR Event).
7. 06 Mar 02 "Africa in the Changing World".  
HE Mr Abdul Haleem Mohammed  
Ambassador of Sudan.
8. 08 Mar 02 "Reflections on the 38<sup>th</sup> Munich Conference on Security  
Policy."  
Lt Gen Satish Nambiar, PVSM,AVSM,VrC(Retd)  
Director USI.
9. 13 Mar 02 "Environmental Security – Internal and External Dimensions  
and Responses."  
Col PK Gautam (Retd)  
(USI CR Event)
10. 23 Mar 02 "Creative Intelligence for Personal and Professional  
Excellence".  
Lt Gen MM Walia, PVSM,AVSM,SM (Retd)

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11. 02 Apr 02 "A Swiss Perspective on International Defence and Security Policy".  
Ambassador Philippe Welti  
Deputy Secretary General Defence, Switzerland.
12. 10 Apr 02 "Fourth Estate – A Force Multiplier for the Indian Army, with Special Backdrop of Kargil Battle."  
Col SC Tyagi  
(USICR Event)
13. 17 Apr 02 "Emerging Modes of Conflicts and Asymmetrical Challenges to India's National Security."  
Col RK Bhonsle, SM  
(USICR Event)
14. 01 May 02 "Enhancing Criminal Justice Response to Terrorism at National and International Level."  
Prof Paul Wilkinson  
University of St Andrews.
15. 08 May 02 "Indo-French Relations After 11 Sep 2001."  
HE Mr Barnard De Montferrand  
Ambassador of France.
16. 12 Jun 02 "Australia and India's converging Security Interests : Where Could We Be in 2012 ?"  
HE Ms Penelope Wensley  
High Commissioner of Australia
17. 19 Jun 02 "Use of Military Legal Apparatus to Combat Terrorism Threat."  
Maj Gen Nilendra Kumar, JAG
18. 25 Jun 02 "An Analysis of Terrorism and Limited Wars, with Kargil Backdrop."  
General VP Malik, PVSM, AVSM(Retd)
19. 17 Jul 02 "Asymmetric Warfare in South Asia: Causes and Consequences of the Kargil Conflict – Impressions of a Seminar at Monterey."  
Lt Gen YM Bammi (Retd) and Col SC Tyagi.
20. 02 Aug 02 "New Global Uncertainties."  
Maj Gen Vinod Saighal, VSM (Retd)
21. 21 Aug 02 "Bio-Electro and Information Technologies to Combat Terrorism."  
Maj Gen Yashwant Deva, AVSM(Retd).

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22. 28 Aug 02 "Enhancing Security Understanding Between India and South East Asian Countries."  
Lt Gen YM Bammi (Retd)  
(USICR Event)
23. 04 Sep 02 "Defence, Development and National Security in the Indian Context."  
Captain S Samaddar, IN.  
(USICR Event).
24. 23 Sep 02 "Beyond Elections in J&K."  
General KV Krishna Rao, PVSM(Retd)
25. 25 Sep 02 "Confidence and Security Building Measures."  
HE Mr Hasan Gogus  
Ambassador of Turkey.
26. 01 Oct 02 "French Military Influence in India."  
Lt Gen Gurbir Mansingh (Retd)  
(USI CAFHR Event)
27. 09 Oct 02 "East Asian Security Policy – Indian Perspective."  
Brig Arun Sahgal
28. 23 Oct 02 "Border Management in the Context of Indo-Pak and Indo-Bangladesh Borders."  
Shri EN Rammohan, IPS (Retd)
29. 27 Nov 02 "The UK and Its National Security."  
HE Sir Rob Young  
High Commissioner of the UK
30. 28 Nov 02 "Thimayya – An Amazing Life."  
Brig CB Khanduri (Retd)  
(USICAFHR Event)
31. 11 Dec 02 "Safeguarding of India's Energy Security."  
Shri Chudamani Ratnam

Group Discussions

32. 11 Jan 02 "Security Scenario in South Asia."  
Ambassador Robin Raphel  
National Defence University, USA
33. 18 Jan 02 "Evolving Template of US-India Strategic Engagement."  
Dr Anupam Srivastava  
University of Georgia, USA



34. 27 Feb 02 "Indo-US Military Relations."  
Ms Juli MacDonald  
Senior Consultant at Booz Allen Hamilton
35. 28 Feb 02 "US Defence Policy Priorities Post Sep 2001"  
Dr Peter Lavoy  
Center for Contemporary Conflicts, Naval PG School, USA
36. 04 Mar02 "Global Responses to US Primacy."  
Prof Stephen M Walt  
Harvard University.
37. 05 Apr 02 "Maoist Insurgency in Nepal."  
Shri Prakash Raj  
Nepal Council of World Affairs
38. 03 Aug 02 "Impact of War on Terrorism in the Security Dynamics of South Asia."  
Dr Robert Wirsing, Dr Mohan Malik and Mr Paul Smith  
Asia-Pacific Center for Security Studies, USA
39. 10 Jun 02 "Security Policy Issues in South Asia."  
Ambassador Ingolf Kiesow  
Swedish Defence Research Agency
40. 25 Jul 02(FN) "Pak-India Military Situation :Pak View."  
Ms Nasim Zehra, Journalist
41. 25 Jul 02(AN) "The Future of Pakistan."  
Shri Sundeep Waslekar  
International Centre for Peace Studies, Mumbai
42. 03 Sep 02 "Security Competition in the Indian Ocean Region."  
Dr Donald L Berlin  
Asia-Pacific Center for Security Studies, USA
43. 28 Oct 02 "Trans-Atlantic Relations Post 11 Sept 2001."  
General Philippe Morilon (Retd)  
Member European Parliament (France)
44. 29 Oct 02 "Maritime Environmental Crisis."  
Mr Wimbush Enders  
Booz Allen Hamilton
45. 27 Nov 02 "India's Concerns in the Arabian Sea and Central Asia."  
Rear Adm Richard Wilmont - Roussel  
Flag Officer French Naval Forces in the Indian Ocean.  
*Taiwan*
46. 02 Dec 02 National Defence University, [REDACTED].  
Discussion on "Security Situation in Asia-Pacific Region and National Security Perspectives."

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Panel Discussions

47. 15 Mar 02 "Medical Facilities of Ex-Servicemen."  
Maj Gen SC Suri(Retd)  
Vice Adm RB Suri, PVSM,AVSM,VSM(Retd)  
Air Mshl MS Boparai,AVSM(Retd)
48. 22 May 02 "The Current Situation vis-à-vis Pakistan."  
Lt Gen Satish Nambiar,PVSM,AVSM,VrC(Retd)  
Lt Gen AS Kalkat, SYSM,PVSM,AVSM,VSM(Retd)  
Lt Gen Vijay Oberoi,PVSM,AVSM,VSM(Retd)  
Maj Gen Vinod Saighal,VSM(Retd)  
Prof M Zuberi
49. 16 Sep 02 "Maoist Insurgency in Nepal."  
Shri Nishchal Pandey  
Maj Gen Ashok K Mehta, AVSM(Retd)

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Annexure 2  
(Refers to Para 22 of  
President's Report for 2002)

**USI RESEARCH PROJECTS**

<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>First Set (96 - 97)</u></b>				
1.	R-5(97)	<b><u>Cariappa Chair.</u></b> "Emerging Low Intensity Conflict Scenario In India". Lt Gen VK Nayar, PVSM, SM (Retd).	2001	275
2.	R-1(97)	<b><u>Katari Chair.</u></b> "Shape And Size Of The Indian Navy In The Early 21st Century". Vice Adm RB Suri, PVSM, AVSM, VSM (Retd).	1998	75
3.	R-2(97)	<b><u>Mukherjee Chair.</u></b> "Sustainable Defence : Harmonising Long And Short Term Goals". Air Mshl Vir Narain, PVSM (Retd).	1999	200
<b><u>Second Set (97-98)</u></b>				
4.	R-6 (98)	<b><u>Cariappa Chair.</u></b> "How To Make A Career In The Armed Forces Attractive?". Lt Gen RN Mahajan, PVSM (Retd). (Ocean Books)	2000	200
5.	R-7(98)	<b><u>Katari Chair.</u></b> "Naval Confidence Building Measures - An Indian Approach". Cdr Vijay Sakhuja. (Knowledge World)	2001	650
6.	R-1(98)	<b><u>Mukherjee Chair.</u></b> "The Impact Of Emerging Technologies On Air Power". Air Mshl Bharat Kumar, PVSM, AVSM(Retd).	1999	200
7.	R-4(98)	<b><u>Kothari Chair.</u></b> "A Nuclear Strategy For India". Rear Adm KR Menon (Retd). (Sage Publications).	2000	295 (SB) 395 (HB)

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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Third Set (98 - 99)</u></b>				
8.	R-8(99)	<b><u>Cariappa Chair.</u></b> "Modernisation Of The Chinese Armed Forces (PLA) And Its Impact On India's National Security". Lt Gen CK Kapur, PVSM, AVSM(Retd). Under publication with Manas Publication.		
9.	R-9(99)	<b><u>Katari Chair.</u></b> "Information Technology - The Future Warfare Weapon". Lt Cdr A Anand. (Ocean Books)	2000	150
10.	R-10(99)	<b><u>Mukherjee Chair.</u></b> "India's Aerospace Industry In The Next Millennium" Air Mrshl SR Deshpande, PVSM, AVSM, VM (Retd) Under Scrutiny.		
11.	R-11(99)	<b><u>Kothari Chair.</u></b> "Emerging Global And National Information Infrastructures And Their Security Implication : An Analysis". (Secure or Perish) Maj Gen Yashwant Deva, AVSM (Retd). (Ocean Books)	2001	400
12.	R-12(99)	<b><u>MEA Chair.</u></b> "India And The Regional Security Environment After Shakti 1998". Prof Satish Kumar. In Library	2002	-
13.	OP-1/99	<b><u>Special Project.</u></b> "Recent Developments In Afghanistan With Special Reference To Their Impact On India". Shri Surya Gangadharan.	1999	75

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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Fourth Set (99 - 2000)</u></b>				
14.	R-13(2000)	<b><u>Cariappa Chair</u></b> "Socio-Ethnic Tensions In The North East India : A Historical Perspective And Effect On National Integrity And Security". Lt Gen NS Narahari, PVSM (Retd). (Manas Publications.)	2002	595
15.	R-14(2000)	<b><u>Katari Chair</u></b> . "Corporatisation Of Naval Dockyards" Cdr Suresh Malhotra. Report under scrutiny		---
16.	R-15(2000)	<b><u>Mukherjee Chair</u></b> . "The Balance Between Strategic And Tactical Application Of The IAF In The Future". AVM Viney Kapila, AVSM, VrC (Retd) (Ocean Books)	2002	200
17.	R-16(2000)	<b><u>Kothari Chair</u></b> . "Transforming To The Information Warfare Paradigm". Col RK Bhonsle, SM. (Ocean Books)	2001	150
18.	R-17(2000)	<b><u>MEA Chair</u></b> . "Institutional Interest And Input In Security Policy And Decision - Making". Maj Ali Ahmed. In Library	2001	-
<b><u>Fifth Set (2000 - 01)</u></b>				
19.	R-18(2001)	<b><u>Cariappa Chair</u></b> "Human Resources Management In The Army : Planning For The Future" Maj Gen SBL Kapoor, VSM (Retd) (Knowledge World)	2002	495
20.	R-19(2001)	<b><u>Katari Chair</u></b> . "Defence, Development and National Security In The Indian Context"  Cdr S Samaddar  Report under scrutiny		---
21.	R-20(2001)	<b><u>Mukherjee Chair</u></b> . "Command And Control Of Indian Nuclear Forces" Lt Gen PK Pahwa, PVSM (Retd). (Knowledge World)	2002	395

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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
22.	R-21(2001)	<b><u>Kothari Chair.</u></b> "Space Warfare And Military Strategy" Brig AK Lal. Under publication with Ocean Books		
23.	R-22 (2001)	<b><u>MEA Chair.</u></b> " National Security Apparatus : A Review of Land Forces Structure". Brig Jaspal Singh (Retd). Under publication with Manas Publications		

**Sixth Set (2001 - 02)**

24.	R-23 (2002)	<b><u>Cariappa Chair</u></b> "Emerging Modes of Conflict and Asymmetrical Challenges to India's National Security" Col RK Bhonsle, SM Report under scrutiny		
25.	R-24 (2002)	<b><u>Katari Chair.</u></b> "Fourth Estate : A Force Multiplier for the Indian Army with the Specific Backdrop of Kargil Battle" Col SC Tyagi. Report awaited		
26.	R-25 (2002)	<b><u>Mukherjee Chair.</u></b> "Human Resources Management in the IAF" Air Mshl S Kulkarni, PVSM,VM (Retd) Report awaited		
27.	R-26 (2002)	<b><u>Kothari Chair.</u></b> "Environmental Security : Internal and External Dimensions and Response" Col PK Gautam (Retd) Report under Scrutiny		
28.	R-27 (2002)	<b><u>MEA Chair.</u></b> "Enhancing Security Understanding Between India and ASEAN Countries." Lt Gen YM Bammi (Retd) Report awaited.		

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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Seventh Set (2002 - 03)</u></b>				
29.	R-28 (2003)	<b><u>Cariappa Chair</u></b> "Modernisation and Streamlining of Defence Procurement Procedures and Production Systems" Lt Gen Chandra Shekhar, PVSM, AVSM (Retd).		
30.	R-29 (2003)	<b><u>Katari Chair.</u></b> "Integrated Management of Maritime Affairs in India." Cdr Manoj Gupta.		
31.	R-30 (2003)	<b><u>Mukherjee Chair.</u></b> "China's Power Projection Capabilities". Air Cmde RV Phadke.		
32.	R-31 (2003)	<b><u>Kothari Chair.</u></b> "Paradigm Shift of Training in the Army, including Joint Training" Col BS Pama.		
33.	R-32 (2003)	<b><u>MEA Chair.</u></b> "Role of the Coast Guard in the Maritime Security of India" Shri P Paleri, IG Coast Guard.		
34.	R-33 (2003)	<b><u>Special Project.</u></b> "Defence Budgeting System for Better Planning and Control of Expenditure" Shri AK Ghosh, IDAS (Retd)		

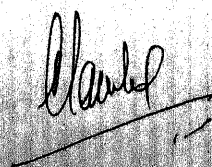
**USI CAFHR PROJECTS**

**First Set (2002)**

1. CAFHR-1 (2002) **Chhatrapati Shivaji Chair.** "French Military Influence in India"  
Lt Gen Gurbir Mansingh (Retd)
2. CAFHR-2 (2002) **Maharana Pratap Chair.** "Thimayya : An Amazing Life"  
Brig CB Khanduri (Retd)

**Second Set (2002-03)**

3. CAFHR-3 (2002-03) **Chhatrapati Shivaji Chair.** "Operational History of the Indian Air Force".  
Air Cmde AK Tiwary, VSM
4. CAFHR-4 (2002-03) **Maharana Pratap Chair.** "History of Low Intensity Conflict in India".  
Maj Vivek Chadha



Appendix 'B'  
(Refers to Minutes of  
USI Council Meeting  
Held on 16 Dec 2002)

**BUDGET/REVISED ESTIMATES - INCOME**

Ser No	Particulars	RE 2001-02	Actual Audited 2001-02	BE 2002-03	RE 2002-03	BE 2003-04
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Corpus Fund</b>						
1	<b>Membership.</b>					
	(a) Entrance Fee	7,50,000	9,10,500	7,00,000	9,00,000	9,00,000
	(b) Life Membership Subscription	11,00,000	13,53,675	10,00,000	12,00,000	12,00,000
	(c) Annual Subscription	9,00,000	10,96,450	8,00,000	10,00,000	10,00,000
2	Journal Subscription	1,50,000	1,26,000	1,25,000	1,25,000	1,25,000
3	Journal Sale	15,000	24,368	15,000	15,000	15,000
4	Advertisement in Journals	8,000	4,000	10,000	5,000	10,000
5	Publications Sale	10,000	26,063	10,000	8,000	10,000
	(Less Research and Digest)					
6	Sale of Digest	1,55,000	1,01,678	1,55,000	2,05,000	1,55,000
7	Net Surplus from Courses	90,000	40,446	1,00,000	2,00,000	2,00,000
8	Interest, Brokerage, Dividend	95,00,000	97,17,082	80,00,000	88,00,000	75,00,000
9	Grants (CSD - 5,00,000, DRDO - 1,00,000)	5,00,000	6,00,000	5,00,000	5,00,000	5,00,000
10	Photocopier (Library)	20,000	17,713	20,000	12,000	12,000
11	Sales of Ties	2,000	4,175	2,000	2,000	2,000
12	Reimbursement of Seminar Fee	30,000	30,000	30,000	30,000	30,000
13	Misc	35,000	57,396	35,000	1,00,000	50,000
		<b>1,32,65,000</b>	<b>1,41,09,546</b>	<b>1,15,02,000</b>	<b>1,31,02,000</b>	<b>1,17,09,000</b>
<b>Adm Fund</b>						
14	Hiring of Auditorium and Seminar Rooms	7,50,000	7,09,687	7,00,000	7,00,000	7,00,000
15	Licence Fee	10,00,000	10,26,232	10,00,000	10,90,000	11,50,000
16	Residency/Restaurant Contract	58,20,000	57,90,000	58,20,000	58,20,000	58,20,000
	(Less Licence Fee, Electricity, Water & Temp Membership)					
17	Electricity.	9,00,000	9,17,616	9,00,000	16,00,000	16,00,000
18	Water (RRPL)	36,000	36,000	36,000	36,000	36,000
		<b>85,06,000</b>	<b>84,79,535</b>	<b>84,56,000</b>	<b>92,46,000</b>	<b>93,06,000</b>
	<b>Total Income</b>	2,17,71,000	2,25,89,081	1,99,58,000	2,23,48,000	2,10,15,000
	Expenditure (see next pages)	1,67,07,000	1,44,42,301	1,66,45,250	2,21,80,250	1,84,67,000
	Excess Income over Expenditure	50,64,000	81,46,780	33,12,750	1,67,750 *	25,48,000

\* Reduction in overall excess over expenditure in 02-03 due payment of Rs. 35,90,000/- arrears of electricity.

*[Signature]*



BUDGET/REVISED ESTIMATES - EXPENDITURE

Ser No	Items	RE 2001-02	Actual Audited 2001-02	BE 2002-03	RE 2002-03	BE 2003-04
(a)	(b)	(c)	(d)	(e)	(f)	(g)
	<b>Adm Fund</b>					
1	Officers Pay & Allowances	7,25,000	7,09,968	8,00,000	7,50,000	7,75,000
2	Staff Pay & Allowances	16,50,000	16,55,837	18,00,000	17,50,000	18,00,000
3	CPF Liability	1,25,000	1,21,845	1,30,000	1,30,000	1,40,000
4	CPF Interest Liability	1,50,000	1,44,985	1,75,000	1,75,000	2,00,000
5	Gratuity Provision	1,55,000	1,72,100	60,000	50,000	60,000
6	Legal Consultancy	20,000	19,500	24,000	24,000	24,000
7	Printing & Stationery	80,000	1,11,002	80,000	80,000	90,000
8	Postage	55,000	70,378	60,000	60,000	1,00,000
9	Advertisements	4,000	800	4,000	4,000	4,000
10	Photocopier (AMC + Paper)	25,000	16,114	30,000	15,000	15,000
11	Contingencies	30,000	22,951	30,000	30,000	30,000
12	Telephones	1,50,000	1,32,249	1,50,000	1,50,000	1,50,000
13	Audit Fee	26,250	26,250	26,250	26,250	30,000
14	Exec/Council/Staff/Visitor's Meetings	1,00,000	1,06,120	1,00,000	1,00,000	1,20,000
15	Insurance	66,000	66,010	70,000	70,000	80,000
16	Eqpt Repair & Maintenance	5,50,000	4,69,397	6,00,000	5,00,000	5,50,000
17	Building Maintenance	6,50,000	3,79,032	6,50,000	8,00,000	5,00,000
18	Water	70,000	66,616	70,000	75,000	75,000
19	Electricity	—	—	—	—	—
	(a) Normal	20,00,000	15,96,285	20,00,000	25,00,000	25,00,000
	(b) Arrears	—	—	—	35,90,000	—
20	FOL	1,50,000	1,54,474	2,25,000	2,25,000	2,50,000
21	Security Contract	4,00,000	3,54,520	4,00,000	4,00,000	4,25,000
22	Housekeeping Contract	4,00,000	3,72,750	4,25,000	3,80,000	4,00,000
23	Gardening Contract	2,00,000	1,96,800	2,20,000	2,20,000	2,40,000
24	Electrical /AC Services Contract	2,40,000	2,33,500	2,60,000	2,60,000	2,80,000
25	Pest Control Contract	15,000	12,600	16,000	14,000	14,000
26	Write Off	50,000	89,601	20,000	2,20,000	1,00,000
27	Capital Expenditure (Property)	14,50,000	10,63,824	11,00,000	18,00,000	10,00,000
28	Depreciation	30,00,000	29,03,789	30,00,000	30,00,000	30,00,000
29	Ties	25,000	24,440	—	—	—
30	Web Site	70,000	55,400	10,000	25,000	1,00,000
31	Automation	—	—	—	50,000	2,00,000
32	Misc Expenditure	10,000	18,933	10,000	10,000	20,000
		<b>1,26,41,250</b>	<b>1,13,68,070</b>	<b>1,25,45,250</b>	<b>1,74,83,250</b>	<b>1,32,72,000</b>

*[Signature]*

Ser No	Items	RE 2001-02	Actual Audited 2001-02	BE 2002-03	RE 2002-03	BE 2003-04
(a)	(b)	(c)	(d)	(e)	(f)	(g)
	<b>Education Fund</b>					
33	Talks/Lectures/Discussions	1,00,000	65,286	1,00,000	1,00,000	2,00,000
34	NS Lecture	15,000	3,434	15,000	15,000	15,000
35	NS Paper	20,000	—	20,000	20,000	20,000
36	Seminars	1,00,000	68,839	1,00,000	1,00,000	2,00,000
37	Essay Competition	25,000	30,473	25,000	30,000	30,000
38	Journal	13,50,000	14,15,075	14,50,000	15,50,000	16,00,000
39	Digest	1,20,000	1,12,298	1,20,000	1,20,000	1,30,000
40	Interaction with International Institutions	5,00,000	55,703	8,00,000	9,00,000	10,00,000
41	Peacekeeping Seminar Sep 2000	1,17,726	1,11,087	—	—	—
42	Security Studies	85,024	2,360	1,00,000	1,50,000	2,00,000
43	Activities at Other Stations	—	—	—	2,00,000	3,00,000
		<b>24,32,750</b>	<b>18,64,555</b>	<b>27,30,000</b>	<b>31,85,000</b>	<b>36,95,000</b>
	<b>Library Fund.</b>					
44	Books	6,00,000	4,46,596	6,00,000	6,00,000	6,00,000
45	Periodicals					
	(a) Retention	4,00,000	1,75,273	4,50,000	2,50,000	2,50,000
	(b) Temporary	—	1,82,966	—	2,00,000	2,00,000
46	News Papers	1,25,000	75,778	1,40,000	1,40,000	1,00,000
47	Printing & Stationery	25,000	32,648	25,000	30,000	35,000
48	Photocopier (AMC + Paper)	25,000	30,758	30,000	30,000	30,000
49	Postage	18,000	14,969	20,000	20,000	25,000
50	Internet/DELNET	20,000	11,038	25,000	25,000	40,000
51	Contingencies	15,000	8,555	20,000	12,000	15,000
52	CDs/Cassettes	5,000	—	10,000	5,000	5,000
53	Automation	4,00,000	2,31,095	50,000	2,00,000	2,00,000
		<b>16,33,000</b>	<b>12,09,676</b>	<b>13,70,000</b>	<b>15,12,000</b>	<b>15,00,000</b>
<b>Total</b>		<b>1,67,07,000</b>	<b>1,44,42,301</b>	<b>1,66,45,250</b>	<b>2,21,80,250</b>	<b>1,84,67,000</b>

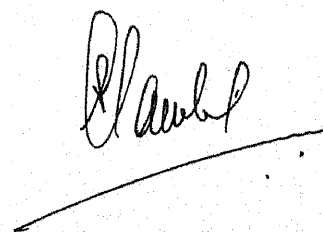
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**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 29 DEC 2003 AT 1030 H AT USI**

1. The following members were present :-

- |     |  |                  |
|-----|--|------------------|
| (a) | Vice Adm Raman Puri, PVSM, AVSM, VSM<br>Chief of Integrated Defence Staff<br>to the Chairman Chiefs of Staff Committee,<br>and President USI Council | Chairman         |
| (b) | Air Mshl GCS Rajwar, AVSM, VrC, VSM<br>DCIDS (DOT),<br>and Chairman USI Executive Committee  | Member           |
| (c) | Cmde Ajay Parmar<br>DNT  | Member           |
| (d) | Air Mshl KC Cariappa, PVSM, VM (Retd)  | Member           |
| (e) | Vice Adm PS Das, PVSM, UYSM, VSM (Retd)  | Member           |
| (f) | Lt Gen RS Dayal, PVSM, MVC (Retd)  | Member           |
| (g) | Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)   | Member           |
| (h) | Vice Adm IJS Khurana, PVSM (Retd)  | Member           |
| (j) | Lt Gen Yuvraj Mehta, PVSM, AVSM (Retd)   | Member           |
| (k) | Air Mshl Vir Narain, PVSM (Retd)   | Member           |
| (l) | Lt Gen VK Nayar, PVSM, SM (Retd)   | Member           |
| (m) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)  | Member           |
| (n) | Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)   | Member           |
| (o) | Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director, USI   | Member Secretary |

2. On behalf of the members of the USI Council Lt Gen RS Dayal in his capacity as the senior most member, welcomed Vice Adm Raman Puri as the President of the USI Council.





3. The President declared the meeting open by welcoming all members and asked the Director to proceed with the Agenda.

**Item I – To Receive Apologies for Absence**

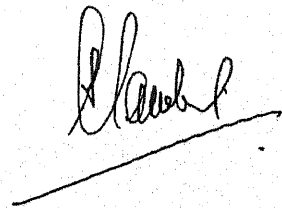
4. Apologies for absence were received from the following :-

- (a) Lt Gen Shantonu Choudhry, AVSM, VSM, ADC, Vice Chief of the Army Staff and Vice President USI Council
- (b) Vice Adm Arun Prakash, PVSM, AVSM, VrC, VSM, ADC, Vice Chief of the Naval Staff and Vice President USI Council
- (c) Air Mshl M McMahon, PVSM, AVSM, VM, ADC, Vice Chief of the Air Staff and Vice President USI Council
- (d) Shri Ajay Prasad, IAS, Defence Secretary
- (e) Maj Gen HS Panag, Offg DGMT
- (f) AVM AK Singh, AVSM, VM, VSM, ACAS (Trg)
- (g) Shri CR Gharekhan, IFS (Retd)
- (h) Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)
- (j) Shri NN Vohra, IAS (Retd)

**Item II – To Receive the President's Report for 2003**

5. The President's Annual Report of the USI for the year 2003 was presented to the Council and is given at Appendix 'A' attached. The following aspects were briefly discussed :-

- (a) It was agreed that a copy each of the USI Digest will be sent to all Council members on a regular basis with immediate effect.
- (b) On the Indian Army History Project it was felt that the Board of Management for the Centre For Armed Forces Historical Research should consider further action on the basis of the contract signed with Army Headquarters in this regard.
- (c) The involvement of USI in the editorial review of the histories of the 1962 and 1971 operations was briefly discussed. A view was expressed that it may be desirable for a senior member to review the same in context of possible tendencies for personalised views and opinions being reflected in the documents. It was clarified by the Director that senior members would be nominated as Editors.



(d) The Chairman raised a query whether library automation had reached a stage where inputs on selected subjects could be gleaned in terms of bibliography containing book and periodical references. The Director suggested that the same may be tried out by members by accessing the Library on the USI website.

(e) While on the subject of transfer of books from the MOD Library, Air Mshl KC Cariappa enquired whether the book entitled, "The Summers in the Icy Wilds of Eastern Karakoram" by Fanny Bullock Workman and William Hunter Workman, published by J Fisher Unwin Ltd., London, Adelphi Terrace, 1917, would be available among the books being transferred from the MOD Library. The Director stated that he would have this enquired into.

**Item III - To Confirm Minutes of the Last Council Meeting Held on 16 Dec 2002**

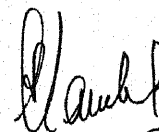
6. Progress on some of the points made at the Council Meeting held on 16 Dec 2002 was briefly reviewed :-

(a) The Council members were apprised that the Provident Fund Notification by the Delhi Administration was further delayed due to the problem posed by the fact that the Institution had been registered in Lahore and the registration documents would therefore possibly be with the Punjab Government. Action is in hand to have the registration transferred to Delhi after which the notification should hopefully be issued.

(b) On the subject of the opening of a website by the USI devoted to gallantry award winners, the Director apprised members that when the aspect was considered at the meeting of the Board of Management, Centre for Armed Forces Historical Research, it was felt that the process would require a dedicated professional staff and considerable financial investment for implementation. As such the Board was of the view that it was not feasible for the USI CAFHR to undertake such a project. Upon this Air Mshl Vir Narain raised a point of order that a decision taken by the Council almost a year back had not been acted upon nor was the matter brought to the notice of the Executive Committee or the Council earlier. The Director accepted responsibility for not having ensured that the matter was brought to the notice of the Executive Committee or the members of the Council earlier, and apologised for the lapse. He did, however, stress that the USI CAFHR would not be in a position to undertake the preparation of a website of gallantry award winners. After some discussion it was agreed that this project should be undertaken by the Service Headquarters should they so desire. The President of the Council undertook to refer the matter to the appropriate authorities in this regard.

(c) The Director apprised Council members that interaction between the USI and the US authorities on Net Assessment was on hold at present in view of the reluctance of our Government authorities to permit participation by official representatives of the military.

7. The minutes were then passed, proposed by Air Mshl KC Cariappa and seconded by Lt Gen Yuvraj Mehta.



**Item IV – To Approve the Accounts and Audit Report for 2002-03**

8. The Balance Sheet, Income and Expenditure Statements along with schedules, and Audit Report, and Director's comments thereon, were considered by the Council. In regard to the point pertaining to amendment of the Provident Fund Rules in so far as the payment of interest on the same to the employees was concerned, it was decided after some discussion, that a sub committee comprised as under would examine the matter in detail and make appropriate recommendations, which would then be considered by the Executive Committee for action :-

- (a) Lt Gen VK Nayar.
- (b) Vice Adm PS Das.
- (c) Lt Gen Vinay Shankar.
- (d) Col Jagmohan.

9. The Accounts Item was then unanimously approved by the Council; proposed by Lt Gen RS Dayal and seconded by Vice Adm PS Das.

**Item V – To Appoint Auditors for 2003-04**

10. After some discussion it was agreed that in the interest of transparency and credibility there was a need to consider afresh the appointment of auditors for the USI. To that end it was decided that the formal procedures for inviting applicants to undertake this responsibility be followed and the auditors be selected by the Finance Sub Committee from a panel of applicants. M/s Luthra and Luthra may also be invited to apply.

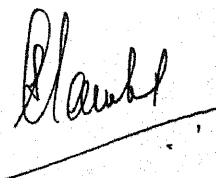
**Item VI – To Approve Revised Estimates for 2003-04 and Budget Estimates for 2004-05**

11. The Revised Estimates for 2003-04 and the Budget Estimates for 2004-05 were reviewed by the Council. Vice Adm PS Das suggested that the allocations made for interaction with international institutions be fully utilised. The Revised Estimates for 2003-04 and Budget Estimates for 2004-05 were then unanimously approved; proposed by Lt Gen Yuvraj Mehta and seconded by Vice Adm IJS Khurana. These are given at Appendix 'B' attached.

**Item VII – To Approve Allotment of Funds**

12. The Council approved allocations as under for the year 2004-05, proposed by Lt Gen AS Kalkat and seconded by Lt Gen RS Dayal :-

- (a) Adm Fund                      Rs. 70 Lakhs
- (b) Education Fund              Rs. 30 Lakhs
- (c) Library Fund                  Rs. 15 Lakhs





**Item VIII – To Approve and Declare Results of the Gold Medal Essay Competition 2003**

13. The sealed envelopes of the evaluation of Gold Medal Essay Competition 2003 were opened by the Director in the presence of the members. The results are as follows :-

**(a) Group 'A' – Open to All Officers – "Restructuring the Military Hierarchy – Can It be Made More Horizontal?"**

- |       |   |    |  |
|-------|---|----|--|
| (i)   | IC 39108 N Col PS James<br>Director F of S<br>The Infantry School | -- | First Prize –Cash award of<br>Rs. 5,000/- and entry accepted<br>for publication in the USI<br>Journal. |
| (ii)  | 03480 Lt Cdr Sanjiv Kapoor<br>DSSC                                | -- | Second Prize – Cash award of<br>Rs. 2,500/-.   |
| (iii) | IC 38621 H Col PK Mallick,<br>HQ Eastern Command                  | -- | Second Prize – Cash award of<br>Rs. 2,500/-.   |

**(b) Group 'B' – Open to Officers Upto Maj and Equivalent With Not More Than 10 Years of Service – "The Armed Forces and Increasing Career Aspirations and Expectations of Young Officers"**

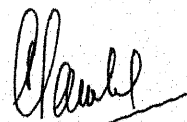
- |      |  |    |  |
|------|--|----|--|
| (i)  | 04538 N Lt SS Randhawa, IN ND<br>School, Kochi   | -- | First Prize – Gold Medal and<br>cash award of Rs. 5,000/- and<br>entry accepted for publication in<br>the USI Journal. |
| (ii) | 049037 Lt Yogesh V Athavale, IN<br>INS Mandovi<br>C/o 'K' Sqn Naval Academy,<br>Panaji | -- | Second Prize – Cash award of<br>Rs. 2,500/-.   |

14. On the recommendation of Vice Adm PS Das, the Council unanimously approved that the amount of cash award for the first and second prizes for the Gold Medal Essay Competition be doubled from 2004. The cash award would therefore be as follows :-

- (a) First Prize – Rs. 10,000/-.
- (b) Second Prize – Rs. 5,000/-.

**Item IX – Patronage of the Institution**

15. The aspect of the President of India declining to be the Patron of the USI was briefly discussed. In view of the efforts made by the erstwhile President of the Council and the Chairman Chiefs of Staff Committee, it was decided to let the matter rest as it is for the present.



### **Item X – Membership Rules**

16. The draft amendments to the membership rules were discussed. The revised text in this regard as unanimously approved is at Appendix 'C' attached. The Council directed that the Rules and Byelaws of the Institution be amended accordingly.

17. While on the subject, the aspect of institutional subscription for the USI Journal was briefly discussed. It was unanimously agreed that an endorsement be made in the USI Journal offering a 20 year subscription to units, formations and organisations desirous of availing such a facility at an amount to be decided by the Executive Committee from time to time. Rates of subscription to be currently levied in this regard would be laid down by the Executive Committee at its next meeting.

### **Item XI – Establishment of USI Centre for Strategic Studies and Simulation (USI - CS3)**

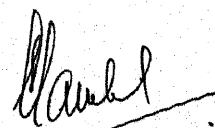
18. The Council unanimously approved the proposal to proceed with the establishment of a USI Centre for Strategic Studies and Simulation, subject to its unqualified support by the Chiefs of Staff Committee representing the three Service Headquarters and the Integrated Defence Staff. The Council President informed members that a presentation on the subject by the Director to the Chiefs of Staff Committee is being arranged on 16 January 2004.

19. The Council also agreed that further action in this regard may be pursued by the Executive Committee depending on the outcome of the briefing given to Chiefs of Staff Committee.

### **Item XII – To Approve the Subjects and Speakers/Writer for Various Annual Events During 2004**

20. After some detailed discussion on various subjects, the Council approved the following subjects for the year 2004 :-

- (a) **National Security Lecture.** "Maritime Dimensions of India's Security – The Future" by Admiral JG Nadkarni, PVSM, AVSM, NM, VSM (Retd).
- (b) **Col Pyara Lal Memorial Lecture.** "Emerging Technologies - Challenges and Opportunities for India's Military" by Prof Roddam Narasimha, Director National Institute of Advanced Studies, Bangalore.
- (c) **Maj Gen Samir Sinha Memorial Lecture.** "Dimensions of Intelligence Operations" by Shri B Raman, Director Institute of Topical Studies, Chennai.
- (d) **NS Seminar.** "India and its South Asian Neighbours Other Than Pakistan".
- (e) **National Security Paper.** "Future Wars and Armed Conflict" ; members were invited to intimate to the Director their suggestions in regard to an appropriate person who could be asked to undertake the writing of this paper.



(f) **Gold Medal Essay Competition.**

- (i) Group 'A' - "Establishing Joint Special Forces - Tasks, Training and Equipping Philosophies".
- (ii) Group 'B' - "The Changing Nature of Leadership in the 21<sup>st</sup> Century".

**Item XIII - Aspects Pertaining To USI Centre for Armed Forces Historical Research**

21. **Tenure of Nominated Members of Board of Management (BOM)** - The Council unanimously approved the extension of tenure of the nominated members of the Board for an additional two years upto 31<sup>st</sup> March 2006.

22. **Composition of BOM** - The Council endorsed the inclusion of the DCIDS (DOT) as a member of the Board in his capacity as the Chairman Joint Training Committee. It also approved the inclusion of the three Service Directors of Training on the Board.

23. **Vision Document** - The Director requested members to peruse the Vision Document pertaining to the CAFHR at their convenience and offer suggestions in this regard. He clarified that it is proposed to pursue this with the Service Headquarters and other agencies.

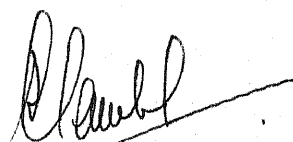
24. **Project on "Regimental Badges, Lineages, Battle Honours, Ethnic Composition and Regimental Bibliography of the Indian Army 1750 - 2003."** The Director apprised members that the BOM had approved execution of the above research project by Capt Ashok Nath (Retd), a member of the USI, presently based in Sweden, who was found to have the wherewithal and capacity to undertake this research. In view of the exhaustive nature of the project and the funding involved, the Board was of the view that the endorsement of the USI Council be obtained. After some discussion the Council endorsed the research project subject to ensuring that in the course of execution of the project Capt Ashok Nath's enquiry does not compromise Service security.

**Item XIV - Any Other Points**

25. Air Mshl Vir Narain suggested that the Council place on record its deep appreciation on the nomination of Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd), Director of the USI to the High Level Panel on "Global Security Threats, Challenges and Change" appointed by the Secretary General of the United Nations.

26. Air Mshl KC Cariappa suggested that an additional work station be provided in the Cyber Centre in the Col Pyara Lal Memorial Library. The Director agreed to do the needful subject to confirming that there is recurring requirement of such an arrangement.

27. On a suggestion made by the President to afford flexibility in rearranging the schedule of the National Security Lecture should it become necessary, it was unanimously agreed that the date of the Lecture and the Council Meeting be arranged in end November every year.



(Satish Nambiar)  
Lt Gen (Retd)  
Director USI  
Member Secretary

No. 1078/Council/2003-1/USI  
Date : 15 Jan 2004



Appendix 'A'  
(Refers to Para 5 of Minutes  
of Council Meeting Held on  
29 Dec 2003)

### **PRESIDENT'S REPORT FOR 2003**

1. Gentlemen, it gives me great pleasure to welcome you to this year's annual Council Meeting. It is my privilege to present the report covering some of the important developments during the year 2003. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix. Copies will subsequently be forwarded to Life Members.

#### **Finances**

2. Audited accounts for 2002-03, Revised Estimates for 2003-04, and Budget Estimates for 2004-05 are already with you. Our Chartered Accountant has been invited to clarify any points that you may have.

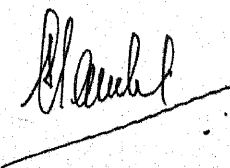
3. The finances of the USI continue to be healthy. The Corpus Fund growth during the last three years was as under :-

	<u>As On</u>	<u>Invested Value</u>	<u>Growth Over Previous Year</u>
(a)	31 Mar 2001	Rs. 6,97,83,660	Rs. 1,18,35,172
(b)	31 Mar 2002	Rs. 7,61,15,877	Rs. 63,32,217
(c)	31 Mar 2003	Rs. 8,30,23,488	Rs. 69,07,611

4. The amount at (c) above excludes two cumulative deposits of Rs. 13,09,000/- and Rs. 5,50,000/- which the Cement Corporation of India (CCI) has not been able to pay since end 1996. The amount has been reflected as a debit in the Balance Sheet, and on realisation, will again be merged in the Corpus. The case of CCI is under quasi judicial proceedings of Board of Industrial and Financial Reconstruction (BIFR), and we have registered our case with the Company Law Board.

5. Investment details of Corpus and Research Funds as on 31 Mar 2003 are as under :-

	<u>Corpus Fund</u>	<u>Research Fund</u>
(a) CBPO	Rs. 3,06,00,000	--
(b) HDFC Ltd	Rs. 2,45,00,000	Rs. 52,00,000
(c) NTPC	Rs. 1,59,00,000	Rs. 30,00,000
(d) ICICI	Rs. 86,45,000	Rs. 11,25,000
(e) IDBI	Rs. 30,00,000	Rs. 1,25,000
(f) UTI	Rs. 3,78,488	--
	<u>Rs. 8,30,23,488</u>	<u>Rs. 94,50,000</u>
As on 30 Nov 2003	Rs. 9,03,29,415	Rs. 95,76,548



6. Investment position of other funds as on 31 Mar 2003 was as under :-

(a)	Col Pyara Lal Memorial Fund	-	Rs.	2,25,000
(b)	MacGregor Memorial Fund	-	Rs.	1,75,000
(c)	Provident Fund	-	Rs.	26,19,000
(d)	CAFHR Fund	-	Rs.	45,11,662
(e)	Maj Gen Samir Sinha Memorial Fund	-	Rs.	90,000

#### Membership

7. Membership state as on 30 Nov 2003 was as under :-

(a)	Life Members	-	7481
(b)	Ordinary Members	-	1470
(c)	Associate Members	-	76
(d)	Corporate Members	-	2
(e)	Subscriber Members	-	<u>345</u>
			<u>9374</u>

#### USI Journal

8. 9500 copies of the USI Journal are being printed. Current price of Rs. 75/-per copy came into effect from 01 Jan 99 and is continuing.

#### USI Digest

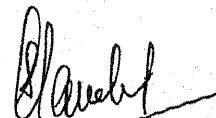
9. 2000 copies of the Digest are printed half yearly and come out in Mar and Sep. Service Headquarters are purchasing 1500 copies (Army – 1000, Navy – 200, AF-300) at concessional rate of Rs. 50/-. Other copies are available for sale at Rs. 75/-. Some units are also subscribing on yearly basis. Ten editions have so far been published. The Digest contains articles taken from foreign magazines, after due permission, which are considered useful for wider dissemination to our Service fraternity. Some original articles by our officers are also included from time to time.

#### Library

10. Books. During the period 01 Nov 2002 - 31 Oct 2003, the Library purchased 567 books, received 93 books for reviews, and 582 books were presented.

#### Seminars

11. National Security Seminar. This was held on 12 and 13 Nov 2003 on the subject of 'Emergence of People's Republic of China as a Power to Reckon with in the International Arena and the Implications for India and the Region'. Proceedings are being compiled for publication.



### Joint Discussion

12. A Joint USI – Coast Guard discussion on “Maritime Boundary Issues and Prevention of Incidents at Sea” was organized on 07 Aug 2003. Main speakers were Prof Dawn Russel, Prof Phillip Saunders, Dr David Griffiths and Dr Peter Jones.

### Table Top Exercise

13. An Indo – US Track II Oil Spill Scenario Table Top Exercise on “Responding To A Maritime Environmental Crisis” was conducted on 16 and 17 Sep 2003 with participation from Booz Allen Hamilton, US Department of Defense, US Pacific Command, HQ IDS, Naval HQ, Coast Guard HQ and USI.

### Lectures/Group and Panel Discussions

14. National Security Lecture 2003. The lecture by Shri Naresh Chandra, IFS (Retd) on the subject of “The Use of the Armed Forces in Coercive Diplomacy and Its Implications for National Security” scheduled to be delivered on 29 Dec 2003 had to be cancelled due to his indisposition.

15. The Seventh Colonel Pyara Lal Memorial Lecture. This was delivered on 19 Sep 2003 by Shri CR Gharekhan, IFS (Retd) on the subject of “The UN Charter and Its Relevance to Contemporary International Relations”. Text is being published in the USI Journal in Dec 2003.

16. The First Maj Gen Samir Sinha Memorial Lecture. This was delivered on 25 Apr 2003 by Rear Adm K Raja Menon on the subject of “Reflections on India's Nuclear Doctrine, and Command and Control Structure”. The text has been published in the USI Journal in Jun 2003.

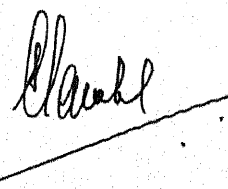
17. Panel Discussion. A panel discussion was organized on 12 Mar 2003 on “Perceptions Gained on Visit to PRC and Taiwan” by Vice Adm PS Das, PVSM, UYSM, VSM (Retd) and Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd) respectively.

18. Other Lectures/Discussions. List of other talks/discussions conducted during 2003 is given at Annexure ‘1’ attached.

### Security Studies

19. A Strategy for J&K. The Study Group constituted in Apr 2001 and coordinated by Lt Gen MM Lakhera, PVSM, AVSM, VSM (Retd) submitted its report in Mar 2003. 50 copies were printed under USI arrangements and distributed to the Service Headquarters, Ministers, Ministries of Defence, External Affairs and Home, and others. Copies are available in the Library.

20. WMD Study. The report of the Study Group constituted in Apr 2001 under coordination of Rear Adm K Raja Menon (Retd) has been completed. Action is in hand to bring it out as a book. The project was partly funded by the DRDO.





### Consultancy Projects

21. HQ IDS Projects. On request by HQ IDS, proposals were formulated for two projects – 'China's Search for Power : Impact on India' and "Future Wars and India". The former has been given to some other institution; decision on the latter is awaited.
22. HQ ARTRAC Project. A proposal on "Operational Art" is being formulated.

### Gold Medal Essay Competition

23. 70 entries were received this year as compared to 95 last year.

### USI Centre for Research

24. 34 projects have so far been awarded including one of short term. One was cancelled. 19 project reports have so far been published, including 14 by established publishers. Limited copies were published in respect of three projects and these are available in the Library. Details of the fellowships so far awarded, and their current status, are given at Annexure 2 attached.

### USI Centre for Armed Forces Historical Research

25. Fellowships. The first two fellowships were awarded to Lt Gen Gurbir Mansingh and Brig CB Khanduri for research on "French Military Influence in India" and "Thimayya : An Amazing Life" ; the next two were awarded to Air Cmde (now AVM) AK Tiwary and Maj Vivek Chadha for research on "Operational History of the Indian Air Force" and "History of Low Intensity Conflict in India" respectively. Reports submitted are under scrutiny.
26. Indian Army History Project. Army Headquarters had sponsored a project for writing a brief history of the Indian Army, with emphasis on the post-Independence period. Rs. Two Lakhs funding was to be provided by them. USICAFHR had constituted a team of authors for the purpose with Maj Gen Ian Cardozo, AVSM, SM (Retd) as the Editor. First draft had been submitted to Army Headquarters in Feb 2003. It appears that Army Headquarters now have some reservations about the project. The BOM will take a decision on how to put to good effect the work done on the project; may be by bringing it out as a USI publication.
27. History of Helicopters. Air Headquarters have asked for a history of "50 Years of Helicopters in the IAF" to be compiled under the aegis of the CAFHR.
28. Editorial Review of Histories of 1962, 65 and 71 Operations. MOD has approached USI for this project. Editorial subcommittees are to be appointed for each project on receipt of intimation from the MOD. The task is expected to take about four months.
29. Books Ex Defence Library. A large number of books published prior to 1947 have been transferred to the CAFHR from the Ministry of Defence Library and merged in the USI Library stock. The work is likely to be completed by Dec end and about 10,000 books would then stand transferred.

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30. **Memorabilia.**

- (a) **Late Lt Gen Dewan Prem Chand, PVSM (Retd).** Last year he had presented a large number of his personal items, including medals, mementoes, sword, dress etc.
- (b) **Late Lt Gen KP Candeth, PVSM (Retd).** He had earlier presented a number of files and records. After his passing away, his sister Mrs Gopala Menon was very gracious in presenting his medals, mementoes and albums.

**USI Centre for UN Peacekeeping**

31. **National Seminar on UN Peacekeeping.** This was organized on 21 and 22 Aug 2003 on the theme of "Complex Peace Operations – Traditional Premises and New Realities".

32. **Training Capsules.** Two International peacekeeping training capsules were conducted as under :-

- (a) **UN Military Contingents Junior Officers Capsule (UNMCJOC-3).** This was of three weeks duration, from 11 Aug to 29 Sep 2003 and was attended by 11 foreign and 38 Indian officers.
- (b) **UN Military Observers and Staff Officers Capsule (UNMOSOC-3).** This was of two weeks duration, from 17 to 28 Nov 2003 and was attended by 12 foreign and 25 Indian officers.

33. **UNDPKO Sponsored Course.** The Third UN Military Observers and Civil Police Course (UN MOP-3) for emerging troop contributing countries (ETCC) was conducted from 06 to 24 Nov 2003. 24 foreign and 16 Indian officers attended. It also included an outdoor exercise of six days duration.

34. **Command Post Exercise.** A multinational computer simulated command post exercise named "Exercise Shantipath" on South Asia Peacekeeping Operations at brigade level was organized jointly by US Army Pacific Command (USARPAC) and USI CUNPK (on behalf of Indian Army) from 6-21 Feb 2003. A total of 35 Indian and 110 foreign officers from 14 countries participated.

35. **Funding.** Financial assistance is being provided by MEA on an event-by-event basis.

36. **UN Peacekeepers Day.** The first International Day of UN Peacekeepers was observed on 29 May 2003 in collaboration with the UN Information Centre. Mr Feoder Starcevic (Director UNIC), Maj Gen MP Bhagat, PVSM (IG Ops NSG), Prof VS Mani (JNU) and Shri BS Prakash, IFS (JS, MEA) spoke on the occasion.

**Correspondence Courses**

37. The number of students who took the courses during 2002-03 was 2487 as compared to 2492 during 2001 - 02. Course wise details are given below :-

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(a) **Part B (Jul 2003 Exam).**

- (i) No of Students - 583 (LM - 92, OM : New - 399, Old - 92)
- (ii) No Appeared in Exam - 524
- (ii) Percentage Passed
  - (aa) All Subjects - 45.8 (Overall Army - 44.8)
  - (ab) Part - 45.2 (Overall Army - 33.7)

(b) **Part D (Oct 2003 Exam).**

- (i) No of Students - 676 (LM - 113, OM : New - 347, Old - 216)  
(Result awaited)

(c) **DSSC Army (Sep 2003 Exam).**

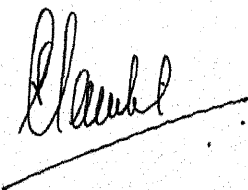
- (i) No of Students - 609 (LM- 145, OM:New - 353, Old - 111)
- (ii) No Appeared in Exam - 501
- (iii) Percentage Nominated - 62% (137 out of 222)
- (iv) In Competitive Vacancies - 16 Out of 20.
- (v) Two Contact Programmes were conducted from 23-28 Jun 03 and 07 - 12 Jul 2003. These were attended by 25 and 37 officers respectively.

38. **Nuclear Operations and Management Workshop.** On a request by Chairman COSC, this was conducted from 10 to 21 Nov 2003 for 15 officers of the rank of Lt Col/Col and equivalent of the three Services.

**Interaction with Foreign Institutions.**

39. Following delegations visited the USI during the current year :-

- (a) 24 Feb 03 - Capstone Course NDU, USA. Discussion on "The Regional Dynamics and India's Security Perspective" was initiated by Lt Gen Hridaya Kaul, PVSM, AVSM (Retd).
- (b) 10 Mar 03 - Lt Gen GL Ramano, Chief of South African Army, accompanied by four officers. Also visited CUNPK.
- (c) 13 May 03 - DS and 90 members of French General Staff School (CSEM) (equivalent of Higher Defence College) led by Lt Gen Sal.
- (d) 03 Jun 03 - Mr Makmur Widodo, DG International Relations, Indonesia. Also visited CUNPK.
- (e) 18 Jun 03 - Lt Gen J Campbell, Commanding General US Army Pacific Command (USARPAC). Also visited CUNPK.
- (f) 14 Aug 03 - Interns of Indian -American Center for Political Awareness (IACPA). Director gave a briefing on security related issues.





(g) 18 Sep 03 – Mr Robert O Blake Jr, Chargé Affairs, US Embassy. Also visited CUNPK.

(h) 22 Sep 03 – RCDS Course, UK. Discussion on “Strategic Perspectives for Preservation and Enhancement of Stability, Security and Prosperity in the Region”, was initiated by the Director.

(j) 16 Oct 03 – Mr Piotr Switalski, Joint Secretary, Ministry of Foreign Affairs, Poland.

(k) 27 Oct 03 – Maj Gen Toshiro Miyashita, Chief of Policy and Programme Division, Japanese Defense Agency. Also visited CUNPK.

(l) 27 Oct 03 – German Defence Delegation led by Brig Gen Bornemann .

(m) 28 Oct 03 – Capstone Course, NDU, USA. Discussion on “The Regional Dynamics and India’s Security Perspective” was initiated by Lt Gen Hridaya Kaul, PVSM, AVSM (Retd).

(n) 19 Nov 03 – Maj Gen Patrick Cammaert, Military Advisor to USG DPKO. Also visited CUNPK.

(o) 11 Dec 03 – Peoples Republic of China Defence Delegation led by General Wu Douanxu, Dy CGS, PLA.

40. Following delegations have been invited to visit the USI for interaction on reciprocal basis :-

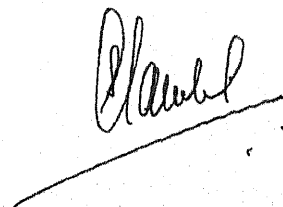
(a) China Arms Control and Disarmament Association (CACDA) : 13 – 14 Jan 2003.

(b) Japan Forum for Strategic Studies (JFSS) : 27 - 28 Jan 2004.

(c) China Institute for International Strategic Studies (CISS) – Dates to be finalised.

#### Interaction With Own Defence Institutions

41. 31 Oct 03 – LDMC-34 Course (DS and 10 Students). Discussion on “India’s Security Perspective” was initiated by Lt Gen VK Singh, PVSM (Retd).

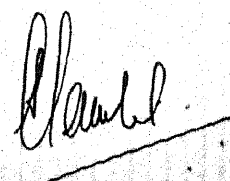


Annexure 1  
(Refers to Para 18 of Appendix A  
of Minutes of Council Meeting  
Held on 29 Dec 2003)

### TALKS / DISCUSSIONS

#### Talks

1. 09 Jan 03 "The United Nations is Crisis : Relevance, Integrity and Reforms"  
Prof Ramesh Thakur, UN University, Tokyo.
2. 22 Jan 03 "Modernising and Streamlining of Defence Procurement  
Procedures and Production Systems".  
Lt Gen Chandra Shekhar, PVSM, AVSM (Retd)  
(USICR Event)
3. 05 Feb 03 "Redefining Europe – Asia Security".  
Maj Gen Vinod Saighal, VSM (Retd)
4. 26 Feb 03 "Role of the Coast Guard in Maritime Security of India".  
IG P Paleri, DDG Coast Guard  
(USICR Event)
5. 04 Mar 03 "Action Against Iraq – Its Long Term Implications"  
Shri JN Dixit, IFS (Retd)
6. 20 Mar 03 "Man Playing Brahma : Civilisation's Enigma from Nile to  
Nano".  
Maj Gen Yashwant Deva, AVSM (Retd)
7. 21 Mar 03 "Managing Nuclear Oppositions – Reflections Upon Cold War  
Experience".  
Sir Michael Quinlan,  
Former Permanent Under Secretary of State, MOD, UK
8. 02 Apr 03 "Defence Budgeting Systems for Better Planning and  
Control of Expenditure".  
Shri AK Ghosh, IDAS (Retd)  
(USICR Event)
9. 16 Apr 03 "Integrated Management of Maritime Affairs in India".  
Cdr Manoj Gupta  
(USICR Event)
10. 30 Apr 03 "China's Power Projection Capabilities".  
Air Cmde RV Phadke  
(USICR Event)
11. 07 May 03 "Cyber Surveillance"  
Maj Gen Yashwant Deva, AVSM (Retd)
12. 21 May 03 "WTO and Its Implications on Indian Economy"  
Col PK Vasudeva (Retd)



13. 18 Jun 03 "Perspective Planning for Joint Services".  
Lt Gen PS Joshi, PVSM, AVSM, VSM  
CIDS to the Chairman COSC and President USI Council
14. 19 Jun 03 "The Emergency Loya Jirga Selection in Afganisthan : Historical  
Context and a View One Year Along the Road".  
Dr Edward S Haynes, Winthrop University , USA
15. 20 Jun 03 "Development of Japan-US Alliance After 11 Sep 2001 and Iraq  
War".  
Mr Masahiro Akiyama  
Former Vice Minister of the Japan Defence Agency.
16. 09 Jul 03 "Operational History of the Indian Air Force".  
Air Cmde AK Tiwary, VSM  
(USICAFHR Event)
17. 23 Jul 03 "Paradigm Shift in Training in the Army".  
Col BS Pama  
(USICR Event)
18. 30 Jul 03 "History of Low Intensity Conflicts in India".  
Maj Vivek Chadha  
(USICAFHR Event)
19. 06 Aug 03 "Operational Art – The Method of Future Conflicts".  
Lt Gen VK Kapoor, PVSM (Retd)
20. 13 Aug 03 "The Future of Manned Combat Aircraft"  
Air Mshl Vinod Patney, SYSM, PVSM, AVSM, VrC (Retd)
21. 19 Aug 03 "The Current Situation in Afghanistan".  
HE Mr Masood Khalili Ambassador of Afghanistan.
22. 27 Aug 03 (a) "The Peace Process in Sri Lanka".  
(b) " The Visit of the Parliamentary Delegation to Pakistan".  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)
23. 03 Sep 03 "Political Islam and Democracy".  
Cmde MR Khan, AVSM (Retd)
24. 05 Sep 03 "Indo UAE Relations".  
Shri KC Singh, IFS, Ambassador of India to UAE.
25. 10 Sep 03 "Terrorism – Our Response, Strategic Considerations and Its  
Management".  
Air Mshl Ashok Goel, PVSM, AVSM, VM, IG (I&S).

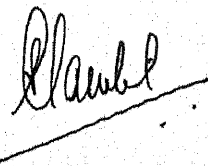
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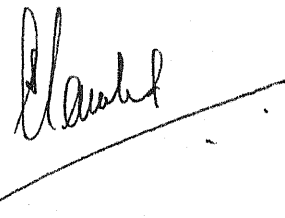
26. 24 Sep 03 "Taiwan, US and PRC Triangular Relationship and Future Prospects".  
Shri Ranjit Gupta, IFS (Retd)
27. 17 Oct 03 "Maoist Insurgency in Nepal – Current Situation"  
Prof Parkash A Raj, Nepal Council of World Affairs
28. 22 Oct 03 "Psychotronics for Achieving Human Excellence".  
Lt Gen MM Walia, PVSM, AVSM, SM (Retd)
29. 29 Oct 03 "French Foreign Policy and Indo-French Relations"  
HE Mr Dominique Girard, Ambassador of France
30. 05 Nov 03 "Pakistan Army"  
Dr Stephan P Cohen  
The Brookings Institution.  
(Jointly with Observer Research Foundation)
31. 14 Nov 03 "The Indian State Forces : A Historical Overview from Genesis to Assimilation".  
Mr AN McClenaghan,  
Secretary Indian Military History Society, UK  
(USICAFHR Event)
32. 19 Nov 03 "How To Transcend Mediocrity Through Meditation".  
Lt Gen VK Kapoor, PVSM (Retd)
33. 08 Dec 03 "Orchestration of Politico – Military --Socio – Economic—  
Psychological Counter Insurgency Campaign".  
Brig BK Ponwar, VSM, Comdt CIJW School
34. 10 Dec 03 "Preventing an Iraq in Iran".  
Maj Gen Vinod Saighal, VSM (Retd)
35. 24 Dec 03 "Role of Iran and India in Stability in South Asia".  
HE Mr Sivayosh Zargar Yaghoubi  
Ambassador of Iran
36. 26 Dec 03 "Global Security Threats, Challenges and Change".  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)

#### Round Table Discussions

37. 13 Jan 03 "Building Indo-US Security and Military Relations - Current Trends".  
Dr Anupam Srivastava and Dr Seema Gahlaut  
University of Georgia.
38. 28 Jan 03 "Regional Security Matters".  
Delegation of Singapore Intelligence Directorate led by  
Brig Gen Desmond Kuek, Director Jt Int.



39. 28 Feb 03 "Memorial Gates at London".  
Baroness Shreela Flather
40. 18 Mar 03 "The Non-Political Nature of India's Armed Forces Since  
1947. How and Why?"  
Prof Linda Colley, Prof of History, London School of  
Economics.
41. 17 Apr 03 "Evolving US Strategy – Iraq Crisis".  
Maj Gen D Banerjee, AVSM (Retd)
42. 24 Apr 03 "Shifting Sands : Instability in Undefined Asia".  
Shri Sandeep Waslekar  
International Centre for Peace Initiatives.
43. 02 Jul 03 "Critical Technology Issues in US-India Relations and the  
China Factor in the US-India Calculus".  
Dr Anupam Srivastava and Dr Seema Gahlaut  
University of Georgia
44. 13 Aug 03 "The South Asian Security Situation - A perspective From  
Hawaii".  
Dr Satu P Limay and Dr Robert G Wirsing  
Asia - Pacific Center for Security Studies, Honolulu.
45. 09 Sep 03 "Future Defence Capabilities : The Balance Between  
Conventional and Unconventional Weaponry".  
Dr Stephen Burgess, US Air War College.
46. 12 Sep 03 "Regional Security".  
Taiwan Delegation of 11 Research Fellows from various  
Institutions.
47. 13 Oct 03 "Importance of Maritime History and Its Relevance".  
Dr Sarah Palmar, Greenwich Maritime University  
(USICAFHR Event)



Annexure 2  
(Refers to Para 24 of Appendix A  
of Minutes of Council Meeting  
Held on 29 Dec 2003)

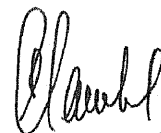
**USI RESEARCH PROJECTS**

<b><u>S.No.</u></b>	<b><u>Code</u></b>	<b><u>Chair/Subjects</u></b>	<b><u>Year Published</u></b>	<b><u>Price (Rs)</u></b>
<b><u>First Set (96 - 97)</u></b>				
1.	R-5(97)	<b><u>Cariappa Chair.</u></b> "Emerging Low Intensity Conflict Scenario In India". Lt Gen VK Nayar, PVSM, SM (Retd).	2001	275
2.	R-1(97)	<b><u>Katari Chair.</u></b> "Shape And Size Of The Indian Navy In The Early 21st Century". Vice Adm RB Suri, PVSM, AVSM, VSM (Retd).	1998	75
3.	R-2(97)	<b><u>Mukherjee Chair.</u></b> "Sustainable Defence : Harmonising Long And Short Term Goals". Air Mshl Vir Narain, PVSM (Retd).	1999	200
<b><u>Second Set (97-98)</u></b>				
4.	R-6 (98)	<b><u>Cariappa Chair.</u></b> "How To Make A Career In The Armed Forces Attractive?". Lt Gen RN Mahajan, PVSM (Retd). (Ocean Books)	2000	200
5.	R-7(98)	<b><u>Katari Chair.</u></b> "Naval Confidence Building Measures - An Indian Approach". Cdr Vijay Sakhuja. (Knowledge World)	2001	650
6.	R-1(98)	<b><u>Mukherjee Chair.</u></b> "The Impact Of Emerging Technologies On Air Power". Air Mshl Bharat Kumar, PVSM, AVSM(Retd).	1999	200
7.	R-4(98)	<b><u>Kothari Chair.</u></b> "A Nuclear Strategy For India". Rear Adm KR Menon (Retd). (Sage Publications).	2000	295 (SB) 395 (HB)

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<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Third Set (98 - 99)</u></b>				
8.	R-8(99)	<b><u>Cariappa Chair.</u></b> "Modernisation Of The Chinese Armed Forces (PLA) And Its Impact On India's National Security". Lt Gen CK Kapur, PVSM, AVSM(Retd). (Manas Publication)	2003	595
9.	R-9(99)	<b><u>Katari Chair.</u></b> "Information Technology - The Future Warfare Weapon". Lt Cdr A Anand. (Ocean Books)	2000	150
10.	R-10(99)	<b><u>Mukherjee Chair.</u></b> "India's Aerospace Industry In The Next Millennium" Air M shi SR Deshpande, PVSM, AVSM, VM (Retd) (Manas Publications)	2003	500
11.	R-11(99)	<b><u>Kothari Chair.</u></b> "Emerging Global And National Information Infrastructures And Their Security Implication : An Analysis". Maj Gen Yashwant Deva, AVSM (Retd). (Ocean Books)	2001	400
12.	R-12(99)	<b><u>MEA Chair.</u></b> "India And The Regional Security Environment After Shakti 1998". Prof Satish Kumar. (In Library)	2002	-
13.	OP-1/99	<b><u>Special Project.</u></b> "Recent Developments In Afghanistan With Special Reference To Their Impact On India". Shri Surya Gangadharan.	1999	75

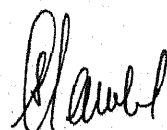


<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
<b><u>Fourth Set (99 - 2000)</u></b>				
14.	R-13(2000)	<b><u>Cariappa Chair</u></b> "Socio-Ethnic Tensions In The North East India : A Historical Perspective And Effect On National Integrity And Security". Lt Gen NS Narahari, PVSM (Retd). (Manas Publications.)	2002	595
15.	R-14(2000)	<b><u>Katari Chair.</u></b> "Corporatisation Of Naval Dockyards" Cdr Suresh Malhotra. (In Library)	2003	-
16.	R-15(2000)	<b><u>Mukherjee Chair.</u></b> "The Balance Between Strategic And Tactical Application Of The IAF In The Future". AVM Viney Kapila, AVSM, VrC (Retd) (Ocean Books)	2002	200
17.	R-16(2000)	<b><u>DRDO Chair.</u></b> "Transforming To The Information Warfare Paradigm". Col RK Bhonsle, SM. (Ocean Books)	2001	150
18.	R-17(2000)	<b><u>MEA Chair.</u></b> "Institutional Interest And Input In Security Policy And Decision - Making". Maj Ali Ahmed. (In Library)	2001	-
<b><u>Fifth Set (2000 - 01)</u></b>				
19.	R-18(2001)	<b><u>Cariappa Chair</u></b> "Human Resource Management In The Army : Planning For The Future" Maj Gen SBL Kapoor, VSM (Retd) (Knowledge World)	2002	495
20.	R-19(2001)	<b><u>Katari Chair.</u></b> "Defence, Development and National Security In The Indian Context" Capt S Samaddar, IN (Under publication with Gyan Publishing House)		
21.	R-20(2001)	<b><u>Mukherjee Chair.</u></b> "Command And Control Of Indian Nuclear Forces" Lt Gen PK Pahwa, PVSM (Retd). (Knowledge World)	2002	395

<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
22.	R-21(2001)	<b>DRDO Chair.</b> "Space Warfare And Military Strategy" Brig AK Lal. (Ocean Books)	2003	300
23.	R-22 (2001)	<b>MEA Chair.</b> "National Security Apparatus : A Review of Land Forces Structure". Brig Jaspal Singh (Retd). (Manas Publications)	2002	595

**Sixth Set (2001 - 02)**

24.	R-23 (2002)	<b>Cariappa Chair</b> "Emerging Modes of Conflict and Asymmetrical Challenges to India's National Security" Brig RK Bhonsle, SM (Under publication-Knowledge World)		
25.	R-24 (2002)	<b>Katari Chair.</b> "Fourth Estate : A Force Multiplier for the Indian Army with the Specific Backdrop of Kargil Battle" Col SC Tyagi. (Under scrutiny)		
26.	R-25 (2002)	<b>Mukherjee Chair.</b> "Human Resources Management in the IAF" Air Mshl S Kulkarni, PVSM,VM (Retd)	Project Cancelled	
27.	R-26 (2002)	<b>DRDO Chair.</b> "Environmental Security : Internal and External Dimensions and Response" Col PK Gautam (Retd) (Knowledge World)	2003	495
28.	R-27 (2002)	<b>MEA Chair.</b> "Enhancing Security Understanding Between India and ASEAN Countries." Lt Gen YM Bammi (Retd) (Report under scrutiny)		
29.	R-28 (2003)	<b>Cariappa Chair</b> "Modernisation and Streamlining of Defence Procurement Procedures and Production Systems" Lt Gen Chandra Shekhar, PVSM, AVSM (Retd). (Under publication with Manas Publications)		





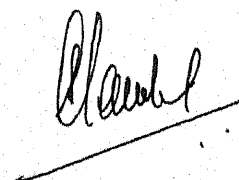
<u>S.No.</u>	<u>Code</u>	<u>Chair/Subjects</u>	<u>Year Published</u>	<u>Price (Rs)</u>
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**Seventh Set (2002 - 03)**

- |     |             |  |  |  |
|-----|-------------|--|--|--|
| 30. | R-29 (2003) | <b><u>Katari Chair.</u></b> "Integrated Management of Maritime Affairs in India."<br>Cdr Manoj Gupta.<br>(Report awaited)                                |  |  |
| 31. | R-30 (2003) | <b><u>Mukherjee Chair.</u></b> "China's Power Projection Capabilities".<br>Air Cmde RV Phadke.<br>(Report awaited)                                       |  |  |
| 32. | R-31 (2003) | <b><u>DRDO Chair.</u></b> "Paradigm Shift of Training in the Army, including Joint Training"<br>Col BS Pama.<br>(Report awaited)                         |  |  |
| 33. | R-32 (2003) | <b><u>MEA Chair.</u></b> "Role of the Coast Guard in the Maritime Security of India"<br>Insp Gen P Paleri, DDG Coast Guard.<br>(Report under scrutiny)   |  |  |
| 34. | R-33 (2003) | <b><u>Special Chair.</u></b> "Defence Budgeting System for Better Planning and Control of Expenditure"<br>Shri AK Ghosh, IDAS (Retd)<br>(Report awaited) |  |  |

**Eighth Set (2003-04)**

- |     |             |   |  |  |
|-----|-------------|---|--|--|
| 35. | R-34 (2004) | <b><u>Cariappa Chair.</u></b> "Special Forces Employment in the Indian Context : An Appraisal"<br>Col Deepak Sinha<br>(Research in progress)                                    |  |  |
| 36. | R-35 (2004) | <b><u>Mukherjee Chair.</u></b> "The Influence of Aerospace Power on the Nature of Warfare in the 21 <sup>st</sup> Century."<br>Gp Capt M Matheswaran.<br>(Research in progress) |  |  |
| 37. | R-36 (2004) | <b><u>Kothari Chair.</u></b> "Strategy for Consequence Management of WMD Terrorism."<br>Col MS Patial.<br>(Research in progress)  |  |  |
| 38. | R-37 (2004) | <b><u>MEA Chair.</u></b> "Changing Global Security : Its Implications for UN Peacekeeping Operations."<br>Col AK Bardalai.<br>(Research in progress)                            |  |  |



USI CAFHR PROJECTSFirst Set (2002)

1. CAFHR-1 (2002) Chhatrapati Shivaji Chair. "French Military Influence in India"  
Lt Gen Gurbir Mansingh (Retd)  
(Report under scrutiny)
2. CAFHR-2 (2002) Maharana Pratap Chair. "Thimayya : An Amazing Life"  
Brig CB Khanduri (Retd)  
(Report under scrutiny)

Second Set (2002-03)

3. CAFHR-3 (2002-03) Chhatrapati Shivaji Chair. "Operational History of the Indian Air Force".  
AVM AK Tiwary, VSM  
(Report under scrutiny)
4. CAFHR-4 (2002-03) Maharana Pratap Chair. "History of Low Intensity Conflict in India".  
Maj Vivek Chadha  
(Report under scrutiny)

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Appendix 'B'  
(Refers to Para 11 of  
Minutes of Council Meeting  
Held on 29 Dec 2003)

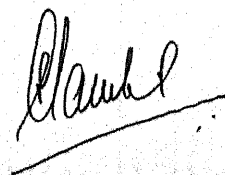
**BUDGET/REVISED ESTIMATES – INCOME**

Ser No	Particulars	RE 2002-03	Actual Audited 2002-03	BE 2003-04	RE 2003-04	BE 2004-05
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b><u>Corpus Fund</u></b>						
1	<b><u>Membership.</u></b>					
	(a) Entrance Fee	9,00,000	7,97,590	9,00,000	8,00,000	8,00,000
	(b) Life Membership Subscription	12,00,000	12,11,851	12,00,000	12,00,000	12,00,000
	(c) Annual Subscription	10,00,000	8,98,655	10,00,000	9,00,000	9,00,000
2	Journal Subscription	1,25,000	1,39,287	1,25,000	1,25,000	1,25,000
3	Journal Sale	15,000	25,189	15,000	15,000	20,000
4	Advertisement in Journals	5,000	28,000	10,000	10,000	10,000
5	Publications Sale (Less Research/Digest)	8,000	14,911	10,000	35,000	15,000
6	Sale of Digest	2,05,000	1,45,192	1,55,000	2,05,000	1,55,000
7	Net Surplus from Courses	2,00,000	6,51,435	2,00,000	3,40,000	3,50,000
8	Interest, Brokerage, Dividend	88,00,000	92,91,161	75,00,000	90,00,000	90,00,000
9	Grants	5,00,000	1,00,000	5,00,000	5,00,000	5,00,000
10	Photocopier (Library)	12,000	14,763	12,000	15,000	15,000
11	Sales of Ties	2,000	1,040	2,000	1,000	1,000
12	Reimbursement of Seminar Fee	30,000	30,000	30,000	30,000	30,000
13	Misc	1,00,000	99,353	50,000	45,000	45,000
		<b>1,31,02,000</b>	<b>1,34,48,427</b>	<b>1,17,09,000</b>	<b>1,32,21,000</b>	<b>1,31,66,000</b>
<b><u>Adm Fund</u></b>						
14	Hiring of Auditorium and Seminar Rooms	7,00,000	9,11,262	7,00,000	7,00,000	7,00,000
15	Licence Fee	10,90,000	10,33,249	11,50,000	58,000	58,000
16	Residency/Restaurant Contract (Less Licence Fee, Electricity, Water & Temp Membership)	58,20,000	58,20,000	58,20,000	60,64,000	58,20,000
17	Electricity.	16,00,000	23,36,461	16,00,000	12,00,000	12,00,000
18	Water (RRPL)	36,000	36,000	36,000	36,000	36,000
		<b>92,46,000</b>	<b>1,01,36,972</b>	<b>93,06,000</b>	<b>80,58,000</b>	<b>78,14,000</b>
	<b>Total Income</b>	<b>2,23,48,000</b>	<b>2,35,85,399</b>	<b>2,10,15,000</b>	<b>2,12,79,000</b>	<b>2,09,80,000</b>
	<b>Expenditure (see next pages)</b>	<b>2,21,80,250</b>	<b>2,00,48,444</b>	<b>1,84,67,000</b>	<b>1,83,71,500</b>	<b>1,92,88,000</b>
	<b>Excess Income over Expenditure</b>	<b>1,67,750</b>	<b>35,36,955</b>	<b>25,48,000</b>	<b>29,07,500</b>	<b>16,92,000</b>

*Chand*

**BUDGET/REVISED ESTIMATES - EXPENDITURE**

Ser	Items	RE	Actual	BE	RE	BE
No		2002-03	Audited 2002-03	2003-04	2003-04	2004-05
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Adm Fund</b>						
1	Officers Pay & Allowances	7,50,000	8,00,411	7,75,000	10,50,000	11,00,000
2	Staff Pay & Allowances	17,50,000	18,71,453	18,00,000	22,50,000	24,00,000
3	CPF Liability	1,30,000	1,30,056	1,40,000	1,45,000	1,60,000
4	CPF Interest Liability	1,75,000	1,91,927	2,00,000	2,10,000	2,25,000
5	Gratuity Provision	50,000	72,691	60,000	65,000	75,000
6	Legal Consultancy	24,000	24,000	24,000	24,000	24,000
7	Printing & Stationery	80,000	83,460	90,000	90,000	1,00,000
8	Postage	60,000	31,259	1,00,000	35,000	75,000
9	Advertisements	4,000	1,075	4,000	4,000	4,000
10	Photocopier (AMC + Paper)	15,000	22,826	15,000	25,000	30,000
11	Contingencies	30,000	30,329	30,000	30,000	30,000
12	Telephones	1,50,000	1,25,896	1,50,000	1,50,000	1,50,000
13	Audit Fee	26,250	31,500	30,000	31,500	35,000
14	Exec/Council/Staff/Visitor's Meetings	1,00,000	70,846	1,20,000	1,00,000	1,20,000
15	Insurance	70,000	81,106	80,000	80,000	85,000
16	Eqpt Repair & Maintenance	5,00,000	6,24,383	5,50,000	7,00,000	7,50,000
17	Building Maintenance	8,00,000	7,27,174	5,00,000	5,75,000	7,00,000
18	Water	75,000	94,158	75,000	1,00,000	1,10,000
19	Electricity					
	(a) Normal	25,00,000	13,36,068	25,00,000	20,00,000	25,00,000
	(b) Arrears	35,90,000	35,89,729	—	7,19,000	5,00,000
20	FOL	2,25,000	2,27,814	2,50,000	2,50,000	2,50,000
21	Security Contract	4,00,000	3,58,200	4,25,000	4,00,000	4,25,000
22	Housekeeping Contract	3,80,000	3,78,000	4,00,000	4,00,000	4,25,000
23	Gardening Contract	2,20,000	2,17,325	2,40,000	2,40,000	2,50,000
24	Electrical /AC Services Contract	2,60,000	2,51,200	2,80,000	2,80,000	3,00,000
25	Pest Control Contract	14,000	12,600	14,000	15,000	16,000
26	Write Off	2,20,000	2,37,354	1,00,000	4,00,000	1,00,000
27	Capital Expenditure (Property)	18,00,000	19,76,511	10,00,000	10,00,000	10,00,000
28	Depreciation	30,00,000	28,81,683	30,00,000	30,00,000	30,00,000
29	Web Site	25,000	—	1,00,000	55,000	50,000
30	Automation	50,000	48,000	2,00,000	50,000	50,000
31	Misc Expenditure	10,000	7,655	20,000	10,000	20,000
		<b>1,74,83,250</b>	<b>1,65,36,689</b>	<b>1,32,72,000</b>	<b>1,44,83,500</b>	<b>1,50,59,000</b>





Ser No	Items	RE 2002-03	Actual Audited 2002-03	BE 2003-04	RE 2003-04	BE 2004-05
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Education Fund</b>						
32	Talks/Lectures/Discussions	1,00,000	88,927	2,00,000	1,20,000	1,30,000
33	NS Lecture	15,000	6,689	15,000	7,000	8,000
34	NS Paper	20,000	5,000	20,000	6,000	6,000
35	NS Seminar	1,00,000	91,351	2,00,000	70,000	1,00,000
36	Essay Competition	30,000	26,050	30,000	30,000	30,000
37	Journal	15,50,000	15,66,086	16,00,000	16,00,000	17,00,000
38	Digest	1,20,000	1,04,208	1,30,000	1,20,000	1,25,000
39	Interaction with International Institutions	9,00,000	4,21,386	10,00,000	5,00,000	6,00,000
40	Security Studies	1,50,000	32,210	2,00,000	1,00,000	1,00,000
41	Activities at Other Stations	2,00,000	63,970	3,00,000	1,00,000	1,25,000
42	USI-FES Joint Seminar, Publication (S-27)	—	13,430	—	—	—
		31,85,000	24,19,307	36,95,000	26,53,000	29,24,000
<b>Library Fund.</b>						
43	Books	6,00,000	4,09,089	6,00,000	5,00,000	5,00,000
44	Periodicals					
	(a) Retention	2,50,000	2,88,848	2,50,000	3,00,000	3,25,000
	(b) Temporary	2,00,000	1,38,143	2,00,000	1,50,000	1,50,000
45	News Papers	1,40,000	62,239	1,00,000	75,000	75,000
46	Printing & Stationery	30,000	27,708	35,000	30,000	35,000
47	Photocopier (AMC + Paper)	30,000	23,528	30,000	25,000	30,000
48	Postage	20,000	15,590	25,000	20,000	20,000
49	Internet/DELNET	25,000	10,861	40,000	15,000	50,000
50	Contingencies	12,000	10,616	15,000	15,000	15,000
51	CDs/Cassettes	5,000	—	5,000	5,000	5,000
52	Automation	2,00,000	1,05,826	2,00,000	1,00,000	1,00,000
		15,12,000	10,92,448	15,00,000	12,35,000	13,05,000
<b>Total</b>						
		2,21,80,250	2,00,48,444	1,84,67,000	1,83,71,500	1,92,88,000

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Appendix 'C'  
(Refers to Para 16 of  
Minutes of Council Meeting  
Held on 29 Dec 2003)

### **REVISED MEMBERSHIP RULES**

(Refer to Para 3 to 14 of Chapter II of Rules and Byelaws of the USI)

#### **Membership**

3. All classes of membership except temporary membership and membership of Armed Forces officers applying for correspondence courses being conducted by the USI, will be subject to approval by the Executive Committee. Only Indian Citizens are eligible for Life and Ordinary Membership; however life members who take up foreign citizenship later may retain their membership.

#### **Life Members**

4. Commissioned officers of the Indian Armed Forces both serving and retired, are eligible for Life Membership with full voting rights. Officers of the Indian Administrative Service, Indian Foreign Service and Indian Police Service both serving and retired, are also eligible to apply for such membership.

5. Persons entitled to membership, may become life members on payment of the subscription laid down from time to time. Cadets from the NDA and other Service Academies may do so only on commissioning

#### **Ordinary Members**

6. The following categories of personnel are eligible for Ordinary Membership with full voting rights; such membership will be for three years at a time subject to renewal of subscription :-

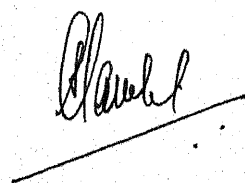
- (a) Commissioned officers of the Indian Armed Forces both serving and retired.
- (b) Class I gazetted officers of the Central Government Services.
- (c) Cadets of the National Defence Academy, Indian Military Academy and other such Service academies.

#### **Honorary Members**

7. Existing Para 5 renumbered as 7.

#### **Corporate Members**

8. Existing Para 6 renumbered as 8.



**Subscriber Members**

9. Existing Para 7 deleted.

**Associate Members**

10. Existing Para 8 renumbered as 9 and changed as under :-

Vice Chancellors and Heads of Departments of Defence Studies of universities, military correspondents of Indian newspapers and news agencies, and other distinguished persons associated with the field of national security and related fields, academicians, research fellows and media persons, may be enrolled as associate members at rates of subscriptions approved by the Council from time to time. They shall have the same rights and privileges as ordinary members, but shall not have voting rights. Associate Membership shall be approved by the Executive Committee and is to be renewed annually.

**Subscription**

11. Existing Para 11 renumbered as 12 and changed as under :-

Subscription for all types of membership shall be as laid down by the Council from time to time and shall be payable on 1<sup>st</sup> April every year. They shall be notified to members in the Journal. Any increase of subscription rates shall be operative from 1<sup>st</sup> January of the year following the date of decision of the Council. Rates effective from 01 Jan 2004 are given at Appendix. (See Annexure)

12. Existing Para 12 renumbered as 13 and changed as under :-

If any member fails to pay the subscription of any year (commencing from 01 April) by 1<sup>st</sup> of June of that year, his or her name will be struck off the roll of members. He or she may be re-instated on paying of such arrears of subscription as the Council may decide

13. Existing Para 13 renumbered as 14 and changed as under :-

A member may resign at any time during the year. However no part of entrance fee or subscription will be refunded.

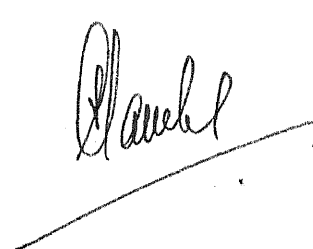
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Annexure to Appendix C  
(Refers to Minutes of Council  
Meeting Held on 29 Dec 2003.

Appendix  
(Refers to Para 11 of Chapter II)

**MEMBERSHIP RATES EFFECTIVE 01 JAN 2004**

	<u>Entrance</u>	<u>Subscription</u>	<u>Total</u>
Life Membership			
Armed Forces Officers	Rs. 1,000/-	Rs. 4,000/-	Rs. 5,000/-
Entitled Civilian	Rs. 1,000/-	RS. 6,000/-	Rs. 7,000/-
Ordinary Membership	(Valid for three years at a time).		
Armed Forces Officers	Rs. 300/-	Rs. 900/-	Rs. 1200/-
Entitled Civilians	Rs. 300/-	Rs. 1350/-	Rs. 1650/-
Associate Membership	Rs. 3000/-	Rs. 500/-	Rs. 3,500/-
Corporate Membership	Rs. 1,00,000/-	1st Member Rs. 8,000/-	as per No of Members
		2 <sup>nd</sup> Member Rs. 7,000/-	plus Rs. 1 Lakh
		Subsequent Members Rs. 5,000/-	

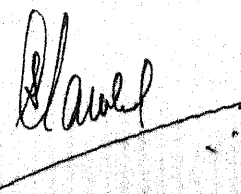




**UNITED SERVICE INSTITUTION OF INDIA**  
**MINUTES OF THE COUNCIL MEETING**  
**HELD ON 24 NOV 2004 AT 1030 H AT USI**

1. The following members were present :-

- |     |   |                     |
|-----|---|---------------------|
| (a) | Vice Adm Raman Puri, PVSM, AVSM, VSM, ADC<br>Chief of Integrated Defence Staff<br>to the Chairman Chiefs of Staff Committee,<br>and President USI Council | Chairman            |
| (b) | Lt Gen Shantonu Choudhry, PVSM, AVSM, VSM, ADC<br>VCOAS<br>and Vice President USI Council   | Member              |
| (c) | Lt Gen Ravinder Nath Kapur, AVSM & Bar<br>DCIDS (DOT)<br>and Chairman USI Executive Committee   | "                   |
| (d) | Cmde Nalin K Dewan<br>PDNT  | "                   |
| (e) | AVM M Sundaram, AVSM<br>ACAS (Trg)  | "                   |
| (f) | Air Mshl KC Cariappa, PVSM, VM (Retd)   | "                   |
| (g) | Lt Gen RS Dayal, PVSM, MVC (Retd)   | "                   |
| (h) | Shri CR Gharekhan, IFS (Retd)   | "                   |
| (j) | Vice Adm IJS Khurana, PVSM, AVSM, (Retd)  | "                   |
| (k) | Lt Gen VK Nayar, PVSM, SM (Retd)  | "                   |
| (l) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)   | "                   |
| (m) | Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)  | "                   |
| (n) | Lt Gen M Thomas, PVSM, AVSM, VSM (Retd)   | "                   |
| (o) | Shri NN Vohra, IAS (Retd)   | "                   |
| (p) | Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)<br>Director, USI  | Member<br>Secretary |



In Attendance

- (q) Col Jag Mohan  
Legal Adviser
- (r) Wg Cdr SC Bali (Retd)  
Representative Chartered Accountants

2. The President of the Council Vice Adm Raman Puri welcomed all members to what was to be the last meeting of the current Council. He also expressed his gratitude on behalf of the USI to the members for their active participation in the activities of the USI and their support to the Institution.

**Item I – To Receive Apologies for Absence**

3. Apologies for absence were received from the following :-

- (a) Vice Adm Yashwant Prasad, PVSM, AVSM, VSM  
Vice Chief of the Naval Staff and Vice President USI Council
- (b) Air Mshl SK Malik, PVSM  
Vice Chief of the Air Staff and Vice President USI Council
- (c) Shri Ajai Vikram Singh, IAS, Defence Secretary
- (d) Lt Gen Bhopinder Singh, PVSM, AVSM  
Director General Military Training
- (e) Vice Adm PS Das, PVSM, UYSM, VSM (Retd)
- (f) Lt Gen AS Kalkat, SYSM, PVSM, AVSM, VSM (Retd)
- (g) Lt Gen Yuvraj Mehta, PVSM, AVSM (Retd)
- (h) Air Mshl Vir Narain, PVSM (Retd)

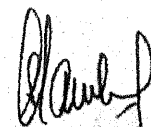
**Item II – To Receive the President's Report for 2004**

4. The President's annual report of the USI for the year 2004 was presented to the Council and is attached as Appendix 'A'.

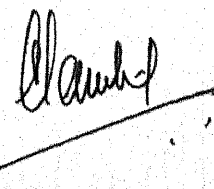
**Item III – To Confirm the Minutes of the Last Council Meeting Held on 29 Dec 2003**

5. Progress on some of the points made at the annual Council Meeting held on 29 Dec 2003 was briefly reviewed by the Director as under :-

- (a) Copies of the USI Digest are being sent to Council Members; now included in regular distribution list.



- (b) As Army Headquarters could not continue with the Indian Army History Project, the same is now intended to be published under the aegis of the USICAFHR.
- (c) Two teams were constituted under Lt Gen Mathew Thomas and Maj Gen Ian Cardozo for the editorial review of the Official Histories of 1962 and 1971 Wars. The work has been completed and returned to History Division, MOD.
- (d) 10,247 books have been collected from the Defence Library and transferred to the USI Library after pest treatment. A Board of Officers was constituted to scrutinise the books for their condition and suitability for retention. Accession of books has also started. The work is likely to be completed by end Dec 2004.
- (e) The issue of notification regarding Provident Fund has made no progress as the case for transfer of registration papers from Chandigarh to Delhi is held up by procedural problems. There is a need to progress this with the Delhi Administration at an appropriate level.
- (f) The Executive Committee had approved payment of 9% interest for 2003-04 on the Employees Provident Fund. As regards amending the PF Rules in this regard is concerned, Paragraph 10 of the minutes of the Executive Committee Meeting held on 07 Oct 2004 refers.
- (g) Amendments to Membership Rules have been incorporated in the Rules and Byelaws.
- (h) For 20 Year Journal Subscription, a rate of Rs. 5,500/- was approved by the Executive Committee. Adequate publicity is being given. So far four units have subscribed.
- (j) The Director had made a presentation to the COSC on 16 Jan 2004 for establishment of the USI Centre for Strategic Studies and Simulation (USI - CS3). The COSC endorsed the proposal and have requested the USI to pursue the same. Participation of Service Officers will be arranged and some annual funding provided.
- (k) An MOU has been signed with Capt Ashok Nath (Retd) for a research project on Regimental Badges, Lineages, Battle Honours, Ethnic Composition and Regimental Bibliography of the Indian Army 1750 - 2003. The project started on 01 Feb 2004.
- (l) A broad band internet connection has been obtained and six points provided in the Cyber Centre for members to use their own laptops. One computer work station has also been placed. Additional requirement will be considered if necessary.
6. The minutes were then unanimously passed; proposed by Shri NN Vohra and seconded by Lt Gen Vinay Shankar.



**Item IV – To Approve the Accounts and Audit Report for 2003-04**

7. The Balance Sheet, together with its schedules, and Audit Report with the Director's Comments thereon, were unanimously approved by the Council; proposed by Cmde Nalin Dewan and seconded by Shri CR Gharekhan.

**Item V – To Appoint Auditors for 2004-05**

8. After a brief discussion on the desirability or otherwise of looking for new auditors, it was decided that M/s Luthra and Luthra be reappointed for 2004-05. It was also agreed that their present remuneration be increased by Rs. 5,000/- to Rs. 35,000/-.

**Item VI – To Approve Revised Estimates for 2004-05 and Budget Estimates for 2005-06**

9. Revised Estimates for 2004-05 and Budget Estimates for 2005-06 were unanimously approved; proposed by Vice Adm IJS Khurana and seconded by Lt Gen Vijay Oberoi. These are given at Appendix 'B' attached.

**Item VII – To Approve Allotment of Funds**

10. The Council approved allocation of funds for 2005-06 as under :-

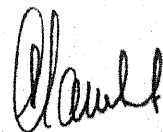
- |     |                |              |
|-----|----------------|--------------|
| (a) | Adm Fund       | Rs. 60 Lakhs |
| (b) | Education Fund | Rs. 25 Lakhs |
| (c) | Library Fund   | Rs. 15 Lakhs |

**Item VIII – To Approve and Declare the Results of the USI Gold Medal Essay Competition 2004**

11. The sealed envelopes containing details of the officers who stood first and second in the Gold Medal Essay Competition 2004 were opened by the Director in the presence of the members. The results are as follows :-

**(a) Group 'A' – Open to All Officers – “Establishing Joint Special Forces – Tasks, Training and Equipping Philosophies”**

- |      |   |  |
|------|---|--|
| (i)  | IC – 41482 P Col Birender Singh Dhanoa -<br>6 Armd Regt | First Prize – Gold Medal and Cash award of Rs.10,000/-; entry accepted for publication in the USI Journal. |
| (ii) | 03494 R Cdr Shankar Man Rai<br>DSSC-60                  | Second Prize - Cash award of Rs. 5,000/-.  |





(b) Group 'B' – Open to Officers Upto Maj and Equivalent With Not More Than 10 Years of Service – “The Changing Nature of Leadership in the 21<sup>st</sup> Century”

- |      |   |   |  |
|------|---|---|--|
| (i)  | 04903 T Lt Yogesh V Athawale, IN<br>INS Astravahini   | - | First Prize – Gold Medal and cash award of Rs.10,000/-; entry accepted for publication in the USI Journal. |
| (ii) | IC – 54098 M Capt S Ramakrishna<br>(4 MADRAS)<br>Directorate General of Military Operations | - | Second Prize - Cash award of Rs. 5,000/-.  |

12. Notwithstanding the fact that two out of three members of the Evaluation Sub Committee had not recommended award of medal to the best entry in Group 'A', the Council decided by majority vote after some discussion, that a medal should be awarded in addition to the cash prize.

Item IX – To Consider Extending the Period of Associate Membership for Three Years

13. It was unanimously decided that Associate Members be allowed to avail of three years membership facility as provided to Ordinary Members.

Item X – USI Centre for Strategic Studies and Simulation (USI – CS3)

14. The Council approved the establishment of the Centre for Strategic Studies and Simulation at the earliest on the following broad basis :-

- (a) The USI Centre for Research together with its resources would be merged with the proposed Centre.
- (b) The new Board of Management constituted as in Para 17 below would oversee formulation of the Charter, Constitution, Organisation and related aspects of the proposed Centre.
- (c) This newly constituted Board of Management would also undertake selection of staff for running the Centre, and selection of scholars in due course for conduct of its activities. The Chairman of the Board of Management is asked to report progress at the next annual meeting of the Council in Nov / Dec 2005.

15. It was agreed that the above decisions be made subject to endorsement by the new Council at its first meeting in Jan / Feb 2005.

16. While recording its deep appreciation for the Chairman of the current Board of Management of USI Centre for Research, Air Mshl Vir Narain and its members for their valuable contribution in running the activities of the USI Centre for Research, the Council

*[Signature]*

considered the nomination of new Board of Management to oversee the setting up of the proposed USI Centre for Strategic Studies and Simulation. The Council approved the following composition as the basis for nominating members :-

- (a) One senior retired officer each from the three Services; one to be Chairman.
- (b) Three / four persons who have made a mark in strategic and defence studies or international relations.
- (c) One distinguished scientist.
- (d) ACIDS (FS), ADG (PP), ACNS (IW Ops), ACAS (Trg) and DACIDS (NA) as ex-officio members.

17. For the new Board of Management, besides the ex-officio members, the following were nominated subject to their acceptance :-

- (a) Vice Adm PS Das, PVSM, UYSM, VSM (Retd) - Chairman
- (b) Lt Gen VK Kapoor, PVSM (Retd) - Member
- (c) Air Mshl Vinod Patney, SYSM, PVSM, AVSM, VrC - "
- (d) Dr V Siddhartha - "
- (e) Three / four of the following five, whom the Director may consult regarding their availability :-
  - (i) Maj Gen Vinod Saighal, VSM (Retd)
  - (ii) Air Cmde Jasjit Singh, AVSM, VrC, VM (Retd)
  - (iii) Shri Vijay K Nambiar, IFS (Retd)
  - (iv) Shri NN Vohra, IAS (Retd)
  - (v) Dr C Raja Mohan

**Item XI – To Consider Modification in the Composition of the Board of Management USI Centre for Armed Forces Historical Research**

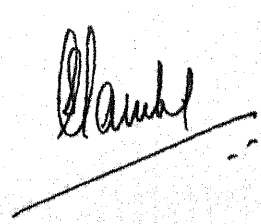
18. The Council approved the inclusion of the following as ex – officio members of the USI CAFHR in addition to the existing composition :-

- (i) ACIDS (TRADOC)
- (ii) ACAS (Op C & D) in place of ACAS (Ops)

**Item XII – To Nominate New Members to the Board of Management USI Centre for UN Peacekeeping**

19. The Council approved the nomination of the following as members of the Board of Management of USI Centre for UN Peacekeeping in place of Lt Gen AS Kalkat, Vice Adm Inderjit Bedi and Air Mshl Vir Narain subject to their acceptance :-

- (a) Lt Gen BM Kapur, PVSM, AVSM (Retd)
- (b) Vice Adm RB Suri, PVSM, AVSM, VSM (Retd)
- (c) Air Vice Mshl Kapil Kak, AVSM, VSM (Retd)



20. Should any of these members indicate their non availability, the Council authorised the Director to exercise his discretion in requesting any other member from the same Service to accept nomination to the Board of Management.

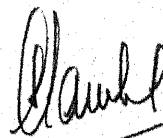
**Item XIII – To Consider the USI Vision Document**

21. In discussing the USI Vision Document the Council accepted the Director's suggestion that while scrutinising the contents and considering the comments sent by a number of our senior members, it would be appropriate that the endorsement of the document and pursuing its subsequent implementation be left to the new Council.
22. Council Members were requested by the Director to send in their comments on the Document should they have any, so that these could be compiled and put up for consideration at the meeting of the new Council.
23. Even so, the following points were made :-

- (a) Lt Gen Vijay Oberoi suggested that the aspect of seeking funds for the activities of the USI, should not be a part of the Vision Document for the Institution.
- (b) Vice Chief of the Army Staff, Lt Gen Shantonu Choudhry was of the view that the Centre for UN Peacekeeping should remain under the overall umbrella of the United Service Institution of India, notwithstanding its perceived growth as a Centre of Excellence over a period of time. This was agreed to by all members.

**Item XIV – To Approve Subjects and Speakers / Writer for Various Annual Events During 2005**

24. After some detailed discussion of various subjects, the Council approved the following subjects for the year 2005 :-
- (a) National Security Lecture - "Social Dimensions of Militancy in the North East : Small Causes, Large Effects" – to be delivered by Lt Gen VK Nayar, PVSM, SM (Retd).
  - (b) Col Pyara Lal Memorial Lecture - "Proliferation Security Initiative and Likely Role for the Indian Navy" – to be delivered by Rear Adm OP Sharma, AVSM, VSM (Retd).
  - (c) Maj Gen Samir Sinha Memorial Lecture – "Jammu and Kashmir" – to be delivered by Lt Gen SK Sihha, PVSM (Retd), Governor J & K.
  - (d) National Security Seminar - "Economic Globalisation and India's Security".
  - (e) National Security Paper – "The Nepal Crisis – Its Likely Impact / Effect on India". The Director was asked to ascertain availability of individuals for writing this paper and nominate one accordingly.



- (f) The Director was asked to decide on the subjects for the Gold Medal Essay Competition.

**Item XV – Council Election**

25. The Council was apprised of the results for the USI Council Elections for the period 01 Jan 2005 to 31 Jan 2007. Names of those elected are as under :-

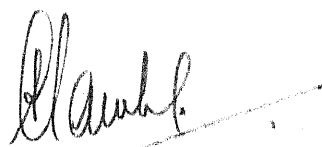
- |     |   |              |
|-----|---|--------------|
| (a) | Lt Gen K Balaram, PVSM (Retd)                       |              |
| (b) | Maj Gen Ian Cardozo, AVSM, SM (Retd)                |              |
| (c) | Vice Adm PS Das, PVSM, UYSM, VSM (Retd)             | - Re-elected |
| (d) | Shri CR Gharekhan, IFS (Retd)                       | - Re-elected |
| (e) | AVM Kapil Kak, AVSM, VSM (Retd)                     |              |
| (f) | Lt Gen VK Kapoor, PVSM (Retd)                       |              |
| (g) | Vice Adm IJS Khurana, PVSM, AVSM (Retd)             | - Re-elected |
| (h) | Shri Vijay K Nambiar, IFS (Retd)                    |              |
| (j) | Lt Gen Vijay Oberoi, PVSM, AVSM, VSM (Retd)         | - Re-elected |
| (k) | Air Mshl Vinod Patney, SYSM, PVSM, AVSM, VrC (Retd) |              |
| (l) | Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd)         |              |
| (m) | Lt Gen Vinay Shankar, PVSM, AVSM, VSM (Retd)        | - Re-elected |
| (n) | Lt Gen Chandra Shekhar, PVSM, AVSM (Retd)           |              |
| (o) | Lt Gen RK Jasbir Singh, PVSM (Retd)                 |              |

**Item XVI – Any Other Points**

26. The Director sought and obtained approval of the Council for pursuing interaction with the Indira Gandhi National Open University (IGNOU) authorities on the subject of "Distance Learning" for members of the USI who are interested. Details in this regard would be considered by the Executive Committee in due course.

27. At the suggestion of Lt Gen Mathew Thomas, the Council unanimously agreed that in future, at the conclusion of the tenure of the Council, a group photograph be taken and the same published in the USI Journal. This would serve as a record for posterity.

No. 1078/Council/2004-1/USI  
Date: 09 Dec 2004

  
(Satish Nambiar)  
Lt Gen (Retd)  
Director USI  
Member Secretary



Appendix 'A'  
(Refers to Para 4 of  
Minutes of Council Meeting  
Held on 24 Nov 2004)

### PRESIDENT'S REPORT FOR 2004

1. Gentlemen, it gives me great pleasure to welcome you to this year's Council Meeting, which is the last meeting of the present Council. It is my privilege to present the report covering some of the important developments during the year 2004. A copy of the report has been placed on the table and will be included in the Minutes as an Appendix. Copies will subsequently be forwarded to Life Members.

#### Finances

2. Audited accounts for 2003-04, Revised Estimates for 2004-05, and Budget Estimates for 2005-06 are already with you. Our Chartered Accountant has been invited to clarify any points that you may have.

3. The finances of the Institution continue to be healthy.

#### Membership

4. Membership state as on 31 Oct 2004 was as under :-

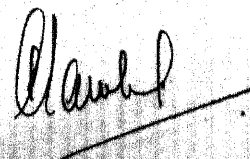
(a)	Life Members	-	7736
(b)	Ordinary Members	-	1550
(c)	Associate Members	-	77
(d)	Corporate Members	-	2 (Not renewed for 04-05)
			<u>9365</u>

#### USI Journal

5. 9500 copies of the USI Journal are being printed. 1275 Journals are not dispatched as members have not updated their address. The current price of Rs. 75/- per copy came into effect from 01 Jan 99 and is continuing. A 20 year subscription has been started recently and three units have already subscribed at a cost of Rs. 5,500/-. 436 units/ libraries are procuring the journal on yearly to three yearly basis.

#### USI Digest

6. 2000 copies of the Digest are printed half yearly and come out in Mar and Sep. Service Headquarters are purchasing 1500 copies (Army - 1000, Navy - 200, AF-300) at a concessional rate of Rs. 50/-. This year Army Headquarters have purchased 300 additional copies of both issues. Copies are available for general sale at Rs. 75/- each. 87 units are subscribing on a yearly basis. Complimentary copies are sent to Council Members. Twelve volumes have so far been published. The Digest contains articles taken from foreign magazines, after due permission, which are considered useful for wider dissemination to our Service fraternity. Some original articles by our officers that cannot find place in the Journal are also included from time to time.



### Library

7. **Books.** During the period 01 Nov 2003 - 31 Oct 2004, the Library purchased 390 books, received 90 books for reviews, and 428 books were presented.
8. **Stock Taking** As a result of checking by a Board of Officers as part of alternate year stock taking, 541 books were found missing. After approval of the Executive Committee these have been written off and Rs. 67,082/- will be charged off from the Balance Sheet for 2004-05. Efforts are continuing to locate these books; if found, these will be taken on charge again.
9. **Books Ex Ministry of Defence Library.** 10,247 books of pre 1947 vintage that were lying in the basement in South Block have been transferred to the USI Library. The process of scrutiny and accession will be completed soon.
10. **Cyber Centre** Wide band internet connection has been set up and six points provided in the Cyber Centre in the Library. One work station with a computer has also been provided. The connection provides access from the various offices of the Institution.

### National Security Seminar-2004

11. This was held on 09 and 10 Nov 2004 on the subject of 'India and Its South Asian Neighbours Other Than Pakistan.' Proceedings are being compiled for publication as part of the National Security Series 2004.

### Lectures/Round Table Discussions

12. **National Security Lecture 2004.** The lecture by Admiral JG Nadkarni, PVSM, AVSM, NM, VSM (Retd), former CNS, on the subject of "Maritime Dimensions of India's Security - The Future" is scheduled to be delivered this evening at 1800 H.
13. **The Eighth Colonel Pyara Lal Memorial Lecture.** This was delivered on 22 Sep 2004 by Prof Roddam Narasimha on the subject of "Emerging Technology Challenges and Opportunities for India's Military". Text is being published in the Oct-Dec 2004 issue of the USI Journal.
14. **The Second Maj Gen Samir Sinha Memorial Lecture.** This was delivered on 26 Apr 2004 by Shri B Raman, IPS (Retd) on the subject of "Dimensions of Intelligence Operations". The text has been published in Apr - Jun 2004 issue of the USI Journal.
15. **Other Lectures/Discussions.** List of other talks/discussions conducted during 2004 is given at Annexure 'A' attached.

### Security Studies

16. **WMD Study.** The report of the Study Group constituted in Apr 2001 under the stewardship of Rear Adm K Raja Menon (Retd) has been completed. It has now been published as a book by Sage Publications. The project was funded by the DRDO.

*[Handwritten signature]*

17. **Pakistan's Missile Capability.** This project was undertaken at the request of and with funding by the DRDO. The report has since been submitted. The SA to RM has very much appreciated the work done. It is proposed to arrange a briefing for Service Headquarters and other concerned authorities at an appropriate time under consultation with the DRDO.

#### **Gold Medal Essay Competition**

18. 91 entries were received this year as compared to 70 last year. Results will be declared during the meeting.

#### **USI Centre for Research**

19. **Col Pyara Lal Research Scholarship.** Shri Sardari Lal, brother of Late Col Pyara Lal had offered Rs. 25,000/- annually from the Col Pyara Lal Educational and Welfare Trust for establishing a Research Scholarship at the USI. The proposal has been accepted by the Board of Management and the Executive Committee. The first scholarship has been awarded to Maj Vivek Chadha as a two year project on "Indo-US Relations: History, Compulsions, Realities and the Future".

20. **Projects.** So far 43 projects have been awarded. One was cancelled, 27 have been published, seven are under publication and eight in progress. 6486 books have been sold by the various publishers and Rs. 2,26,452/- royalty has been received till 31 Mar 2004.

21. The aspect of setting up a Centre for Strategic Studies and Simulation is to be discussed as an Agenda point during the meeting subsequently.

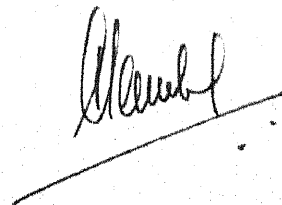
#### **USI Centre for Armed Forces Historical Research**

22. **Vision Document.** A comprehension Vision Document has been prepared. Funding of the Centre needs to be provided at a much higher level if it has to maintain the tempo of its activities as listed in the Vision Document of the CAFHR.

#### **23. Publication of Completed Research Projects.**

(a) "History of Low Intensity Conflicts in India", by Maj Vivek Chadha. An agreement has been signed with Sage Publications and the book is expected to be ready early next year.

(b) Text of projects on "French Military Influence in India" by Lt Gen Gurbir Mansingh (Retd) and "Thimayya : An Amazing Life" by Brig CB Khanduri (Retd) have been received and scrutinized. Unfortunately none of the publishers we have approached so far are willing to undertake publication. Efforts however continue.



24. **New Research Fellowship Under Maharana Pratap Chair.** "Regimental Badges, Lineages, Battle Honours, Ethnic Composition and Regimental Bibliography of the Indian Army 1750-2003" was awarded to Capt Ashok Nath (Retd). It is a three year project likely to cost Rs. Nine Lakhs. In view of its exhaustive nature Council's endorsement was also obtained last year and an MOU has been signed with the researcher who is based in Sweden. This is a prestige project which will set the Centre on a sound footing and publication can be expected to draw in some revenue.

25. **Indian Army History Project.** This was undertaken at the request of the Army HQ, who subsequently withdrew from it. It will now be published under the aegis of the USI as decided by the Board of Management. There is no objection from the Army HQ. Maj Gen Ian Cardozo is expected to complete its final editing soon.

26. **Sponsored Projects.** Editorial Reviews of the Official Histories of the 1962 and 1971 wars were completed by two teams under Lt Gen Mathew Thomas and Maj Gen Ian Cardozo respectively, and submitted to the History Division, MOD. The Ministry has reimbursed us appropriately to pay honorarium/salaries to those who worked on the project.

27. **History of Fifty Years of Helicopters in the IAF.** An MOU is being signed with the Air HQ who had requested that the project be undertaken. It will be published as a book by the USI of which 1000 copies are to be purchased by the Air Force.

#### **USI Centre for UN Peacekeeping**

28. **National Seminar on UN Peacekeeping.** This was organized on 11 and 12 Oct 2004 on the subject of "Future of Peace Operations – Implications for India". The opening and closing addresses were delivered by the Defence Secretary and the GOC-in-C Western Command respectively.

29. **Training Capsules.** The following peacekeeping training capsules were conducted :-

(a) **UN Logistics Officers Capsules (UNLOC-2)** This was conducted from 05 to 14 Jan 2004 and was attended by six foreign and 18 Indian officers.

(b) **UN Civil Police Capsule (UNCIVPOL-1).** This was conducted from five to 13 Feb 2004 and was attended by 20 Indian Officers.

(c) **Air Force Capsules.** Two capsules of one day each were conducted on 07 Jul and 26 Aug 2004 for Air Force personnel. These were attended by 90 all ranks.

*Alambel*



(d) **UN Military Contingents Junior Officers Capsule (UNMCJOC-4).** This was of three weeks duration, from 23 Aug to 10 Sep 2004 and was attended by 13 foreign and 34 Indian officers. An additional capsule was conducted for Indian officers exclusively from 31 May to 11 Jun 2004; 41 officers attended.

(e) **UN Military Observers Capsule (UNMOC-4).** This was of two weeks duration, from 25 Oct to 05 Nov 2004 and was attended by 14 foreign and 29 Indian officers.

30. **Funding.** Financial assistance is being provided by MEA on an event-by-event basis.

31. **UN Peacekeepers Day.** The Second International Day of UN Peacekeepers was observed on 28 May 2004 jointly with the UN Information Centre. It was also observed as a remembrance day for Lt Gen Dewan Prem Chand, PVSM (Retd) who expired on 03 Nov 2003. Rich tributes were paid.

### **Correspondence Courses**

32. The number of students who took the courses during 2003-04 was 2521 as compared to 2487 during 2002 - 03. Course wise details are given below :

(a) **Part B (Jul 2004 Exam).**

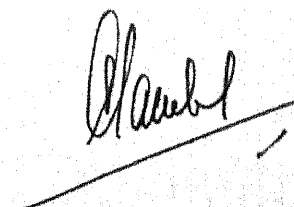
- (i) No of Students - 655 (LM - 60, OM : New - 118, Old - 477)
- (ii) No Appeared in Exam - 563
- (ii) Percentage Passed :-
  - (aa) All Subjects - 39.2 (Overall Army - 39.9)
  - (ab) Part - 51.8 (Overall Army - 43.2)

(b) **Part D (Nov 2004 Exam).**

- No of Students - 1065 (LM - 200, OM : New - 426,
- (Result awaited) Old - 439)

(c) **DSSC Army (Sep 2004 Exam).**

- (i) No of Students - 652 (LM- 137, OM:New - 420, Old - 95)
- (ii) Nominated - 142 out of 222 (64%)
- (iii) Competitive Vacancies - 16 out of 20 (80%)
- (iv) Two Contact Programmes were conducted from 26-31 Jul 04 and 09 - 14 Aug 2004. These were attended by 32 and 46 officers respectively.



### Interaction with Foreign Institutions

#### 33. Joint Seminars.

##### (a) USI – CACDA.

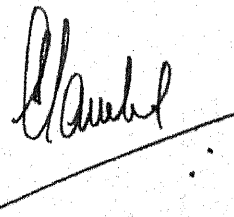
(i) A five member delegation led by Ambassador Li Daoyu, President CACDA from China - Arms Control and Disarmament Association was hosted by the USI from 12 to 15 Jan 2004. A Joint Seminar on the subject of "Deterrence and Containment to Pre-emption – Analysis of the New US Strategy and Impact of the Iraq War, International Arms Control Regimes, and The Future of the United Nations" was conducted on 13 and 14 Jan 2004. Proceedings have since been published.

(ii) A five member delegation led by Lt Gen AS Kalkat and comprising Lt Gen Vijay Oberoi, Shri VK Nambiar, Air Mshl Bharat Kumar and Maj Gen YK Gera paid a return visit to CACDA from 13 to 16 Oct 2004. The subjects discussed at the Joint Seminar were "The Security Situation in Southern Asia, WMD Proliferation Control Regimes and Dangers Posed by Non-State Actors, Globalisation – Its Impact on Developing Countries and Scope for Evolving a Common Approach, and Sino – Indian Relations". The visit was a great success. A presentation by the delegation for the information of other members is being arranged in mid Dec 2004.

##### (b) USI and Executive Committee – Peace In Asia (Japan).

(i) A Joint Seminar on the subjects of "Regional Security Perspective, NMD, TDM Systems, and the Future of the International System" was conducted on 27 and 28 Jan 2004 with a Japanese delegation led by General Shigeto Nagana Executive Director Japan Forum for Strategic Studies. Proceedings have since been published.

(ii) A nine member delegation led by Lt Gen Mathew Thomas and comprising Shri CR Gharekhan, Lt Gen VK Nayar, Lt Gen YK Mehta, Lt Gen Vinay Shankar, Vice Adm IJS Khurana, Air Mshl KC Cariappa, Brig Subhash Kapila and Brig MS Chowdhary paid a return visit from 24 to 28 Oct 2004. The subjects discussed at the Joint Seminar were "The Security Situation in Southern Asia, WMD Proliferation Control Regimes and Dangers Posed by Non-State Actors, Reform of the International System – UN and Regional Players, The Future of Japan – India Relations." The visit was a great success. A presentation for the information of other members is being arranged in the third week of Dec 2004.



(c) **USI – CMSR.** A four member delegation led by Maj Gen Ostankov Vladimir Ivanovich from the Centre of Military and Strategic Research of the Russian Armed Forces was hosted by the USI from 17 to 20 May 2004. A Joint Seminar on the subject of "Regional Security Perspective, Military Cooperation, International Security Mechanisms and Future of the United Nations." was held on 18 and 19 May 2004. Proceedings have since been published.

(d) **USI – CIISS.** A four member delegation, led by Maj Gen Gong Xianfu from the China Institute for International Strategic Studies was hosted by the USI from 16 to 19 Jun 2004. A Joint Seminar on the subject of "Regional Security Perspective, Nuclear Control Regimes and Missile Defence, Dimensions of International Terrorism, and Increased Cooperation Within the Framework of Evolving Sino-Indian Relations" was held on 17 and 18 Jun 2004. Proceedings have since been published.

34. **Discussions with Other Foreign Delegations.**

(a) **14 Jun 2004.** 100 officers from the Joint Services Defence College, France, led by Vice Adm Toubon. Director USI initiated the discussion on "Regional Security Perspective". Air Mshl Vinod Patney and Rear Adm KR Menon also participated.

(b) **18 Jun 2004.** 21 officers from the South African National War College led by Col MM Walters, Senior DS. Air Cmde Jasjit Singh initiated the discussion on "Indian Security Perspectives". The Director, Lt Gen VK Kapoor and Rear Adm KR Menon also participated.

(c) **20 Jul 2004.** 25 senior officers of the Temasek Society, Singapore led by Brig Gen Tan Kok Kiang Bernard Richard. Director initiated the discussion on "Regional Security Perspective".

(d) **21 Oct 2004.** 17 Officers of the Capstone Course from the National Defence University, USA led by Lt Gen Michael M Dunn, President NDU. Lt Gen Vijay Oberoi initiated the discussion on "Regional Security Perspective". Rear Adm KR Menon and AVM Viney Kapila also participated.

(e) **04 Nov 2004.** Five members of the Swedish Defense Commission (all members of Parliament) led by Mr Hakan Juholt and seven experts including General Hans Berndtson, Dy Supreme Commander. Discussion on "Regional Security Perspective" was initiated by Lt Gen VK Kapoor. Col RK Rajput made a presentation on UN peacekeeping operations. Vice Adm IJS Khurana, Shri Vijay Nambiar and Maj Gen YK Gera also participated.

35. Other foreign visitors are listed at Appendix 'A'.

**Interaction With Own Defence Institutions**

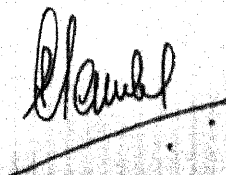
36. **02 Nov 2004.** – LDMC-35 Course (DS and 10 Students). Subjects covered during the discussion were "Role of USI as a Think Tank, Iraq Situation, and Scenario Building" by Air Mshl Bharat Kumar, Lt Gen BS Malik and Brig Arun Sahgal respectively.

Annexure 1 to Appendix 'A'  
(Refers to Para 15 of  
President's Report for 2004)

### TALKS/DISCUSSIONS

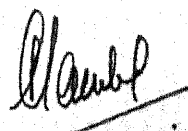
#### Talks

1. 07 Jan 04 "Net Assessment as a Tool for Strategic Assessment"  
Brig Arun Sahgal (Retd)
2. 21 Jan 04 "Directed Energy Weapons"  
Shri Amitav Malik
3. 30 Jan 04 "The United Nations and the Three Pillars of Arms Control : Norms, Treaties  
and Coercion"  
Prof Ramesh Thakur, UN University, Tokyo
4. 03 Feb 04 "Cuba – US Relations"  
Dr Rafael Hernandez, Journalist.
5. 11 Feb 04 "Maritime Issues Between India and Pakistan"  
Rear Adm RB Vohra, VSM (Retd)
6. 03 Mar 04 "Relevance of Central Pay Commission to the Armed Forces"  
Maj Gen Surjit Singh, AVSM, VSM (Retd)
7. 17 Mar 04 "Special Forces Employment in the Indian Context : An Appraisal"  
Brig Deepak Sinha  
(USICR event)
8. 24 Mar 04 "Nano-Technology Warfare"  
Maj Gen Yashwant Deva, AVSM (Retd)
9. 02 Apr 04 "India and Japan : A New Strategic Partnership"  
Dr Yoichi Funabashi, Journalist
10. 15 Apr 04 "Changing Global Security : Its Implication for UN Peacekeeping Operations"  
Col AK Bardalai  
(USICR event)
11. 12 May 04 "Terrorism in the Kashmir Valley : A Perspective"  
Lt Gen VG Patankar, PVSM, UYSM, VSM, QMG
12. 18 May 04 "Impact of Terrorism and Counter Measures"  
Maj Gen Ostankov Vladimir Ivanovich  
Chief of the Centre for Military and Strategic Research, Russian Armed Forces.





13. 28 May 04 "Japan and India - Two Major Players in Shaping the Future of Asia"  
HE Mr Yasukuni Enoki, Ambassador of Japan
14. 08 Jun 04 "Indian Petroleum Industry"  
Shri MA Pathan, Chairman Petroleum Fedration of India
15. 23 Jun 04 "Strategy for Consequence Management of WMD Terrorism"  
Col MS Patial  
(USICR Event)
16. 07 Jul 04 "Omni-Directional Diplomacy : Vietnam's Adaptations to a Changing World"  
HE Mr Tran Trong Khanh, Ambassador of Vietnam
17. 14 Jul 04 "Forces Structure and Doctrine for Indian Army for the Future"  
Lt Gen VK Kapoor, PVSM (Retd)
18. 21 Jul 04 "The Influence of Aerospace Power on the Nature of Warfare in the 21<sup>st</sup> Century"  
Gp Capt M Matheswaran, VM  
(USICR Event)
19. 11 Aug 04 "The Role of People in Terrorist Environment"  
Lt Gen VG Patnakar, PVSM, UYSM, VSM , QMG
20. 16 Aug 04 "German Armed Forces Missions Abroad (1996-2004) – Challenges and Experiences"  
Lt Gen Friedrich Riechmann,  
Commander German Bundeswehr Operation Command
21. 25 Aug 04 "Sino-Indian War of 1962"  
Shri AK Dave, IP (Retd)
22. 08 Sep 04 "Globalisation of Terrorism and Its Impact on Iraq"  
Dr Veena Ravi Kumar
23. 20 Sep 04 "Naxalite Movement and National Security"  
Shri Ranjit Gupta, IP (Retd)
24. 21 Sep 04 "Revolution in Military Affairs"  
Lt Gen Qian Haihao, Vice President Academy of Military Sciences, PRC  
and Brig Arun Sahgal (Retd)
25. 13 Oct 04 "What the US Presidential Elections – Do Not Portend"  
Maj Gen Vinod Saigal, VSM (Retd)
26. 27 Oct 04 "Psychotronic and Memetic Warfare : Digital and Cultural Hacking of the Brain"  
Maj Gen Yashwant Deva, AVSM (Retd)
27. 29 Oct 04 "Security of Outer Space"  
Shri Amitav Mallik  
(The talk was held at Pune, jointly with CASS)



28. 03 Nov 04 "Network Centric Warfare (NCW)"  
Lt Gen Davinder Kumar, VSM\*\*, SO-in-C
29. 16 Nov 04. "Romania, My Country"  
HE Prince Radu  
Special Representative and Minister, Romania

#### Round Table Discussion

30. 04 Feb 04 "Europe and India – The World After Iraq War"  
Dr Hans - Georg Wiecek, President Indo-German Society.
31. 20 Feb 04 "China-India Strategic Relations in the New Global Environment"  
Maj Gen Pan Zhenqiang (Retd), Professor, NDU, PLA.  
Prof Dengli Shen, Professor International Relations, Fudan University  
Maj Gen D Banerjee, AVSM (Retd)  
(Jointly with IPCS)
32. 25 Mar 04 "Anti - Personnel Landmines"  
Shri SJ Singh, IFS (Retd)
33. 12 Apr 04 "The Stability – Instability Paradox and Conventional Conflicts in South Asia"  
Dr Paul S Kapur, Professor Claremont McKenna College, USA
34. 27 May 04 "Cuba – US Differendum"  
General Jesus Bermudez Cutino, President Center for Information Studies on  
Defence, Cuba.
35. 15 Jun 04 "The China Threat and its Implications for the US Policy"  
Prof Robert G Sutter, Georgetown University, USA
36. 23 Jul 04 "India's Non-Proliferation and Security Policy : Insights from the Chinese  
Experience"  
Dr Anupam Srivastava, University of Georgia, USA
37. 10 Sep 04 "Counter – Terrorism Cooperation"  
Dr Satu P Limaye, Asia – Pacific Center for Security Studies, Honolulu.

#### Foreign Visitors

38. 30 Jan 04. Mr Roger James Moran, Dy Director Peacekeeping, Bureau of International  
Organisational Affairs, Deptt of State, USA  
(CUNPK).
39. 13 Feb 04. Mrs Kin Hom Holzman, Special Project Advisor (Disaster Management), USA.  
(CUNPK)
40. 27 Feb 04. Mr Joachin Daeri, DG (Global Issues and UN), German Foreign Office  
(CUNPK)

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- 41. 28 Apr 04. HE Mr Jorge Heine, Ambassador of Chile.  
(CUNPK)
- 42. 02 Aug 04. Lt Gen LM Fisher, Commander Botswana Defence Force.  
(CUNPK)
- 43. 02 Sep 04. Maj Gen Amos Gilad, Head Politico Military Bureau, MOD Israel.  
(CUNPK)
- 44. 01 Nov 04. Vice Adm Xavier Rolin, C-in-C Maritime Zone Indian Ocean  
(Joint Command), France.

**Events Scheduled Between 25 Nov and 31 Dec 2004**

- 45. 01 Dec 04 "Future Wars and the Indian Military"  
Lt Gen VK Kapoor, PVSM (Retd)
- 46. 02 Dec 04 "Priorities of Serbia and Montenegro's Foreign Policy and Regional  
Cooperation in South East Europe"  
HE Ambassador Dusan Cmogorcevic
- 47. 03 Dec 04 "India's Long Term Growth Prospects"  
Dr Vijay L Kelkar
- 48. 06 Dec 04 "Scope for Strategic Relationship in South Asia"  
Panel discussion jointly with IPSI
- 49. 09 Dec 04 "Interaction with NDU Delegation from PRC" led by  
Lt Gen Li Dianren
- 50. 10 Dec 04 "The United Nations and the Fork in the Road"  
Mr Hans Dahlgren, Foreign Secretary, Sweden
- 51. 13 Dec 04 "Impressions of Recent Visit to China"  
Members of USI Delegation
- 52. 14 Dec 04 "Report of the High Level UN Panel On Threats, Challenges and Change"  
Lt Gen Satish Nambiar, PVSM, AVSM, VrC (Retd)  
Director USI
- 53. 15 Dec 04 "Humanitarian Intervention : A New Concept Whose Time has Come and  
Passed?"  
HE Mr Jorge Heine, Ambassador of the Republic of Chile
- 54. 17 Dec 04 "Impressions of Recent Visit to Japan"  
Members of USI Delegation
- 55. 22 Dec 04 "Blix Commission on WMD"  
Lt Gen VR Raghavan, PVSM, UYSM, AVSM (Retd)

Appendix 'B'  
(Refers to Para 9 of Minutes of  
the Council Meeting Held on  
on 24 Nov 2004)

**BUDGET/REVISED ESTMATES - CORPUS FUND INCOME**

Ser No	Particulars	RE 2003-04	Actual Audited 2003-04	BE 2004-05	RE 2004-05	BE 2005-06
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b><u>Corpus Fund</u></b>						
1	<b><u>Membership.</u></b>					
	(a) Entrance Fee	8,00,000	7,08,600	8,00,000	8,00,000	8,00,000
	(b) Life Membership Subscription	12,00,000	10,12,750	12,00,000	11,00,000	11,00,000
	(c) Annual Subscription	9,00,000	9,25,400	9,00,000	10,00,000	10,00,000
2	Journal Subscription	1,25,000	1,13,085	1,25,000	1,25,000	1,25,000
3	Journal Sale	15,000	20,993	20,000	20,000	20,000
4	Advertisement in Journals	10,000	24,500	10,000	6,000	10,000
5	Publications Sale (Less Research/Digest)	35,000	1,16,688	15,000	12,000	12,000
6	Digest Sale	2,05,000	1,77,772	1,55,000	1,85,000	1,55,000
7	Net Surplus from Courses	3,40,000	4,19,850	3,50,000	3,00,000	3,00,000
8	Interest, Brokerage, Dividend	90,00,000	1,04,51,422	90,00,000	90,00,000	85,00,000
9	Grants	5,00,000	5,00,000	5,00,000	7,00,000	5,00,000
10	Photocopier (Library)	15,000	9,388	15,000	10,000	10,000
11	Sales of Ties	1,000	1,560	1,000	500	1,000
12	Reimbursement of Seminar Fee	30,000	30,000	30,000	30,000	30,000
13	Misc	45,000	76,864	45,000	45,000	45,000
		<b>1,32,21,000</b>	<b>1,45,88,872</b>	<b>1,31,66,000</b>	<b>1,33,33,500</b>	<b>1,26,08,000</b>

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Ser No	Particulars	RE 2003-04	Actual Audited 2003-04	BE 2004-05	RE 2004-05	BE 2005-06
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Adm Fund</b>						
14	Hiring of Auditorium and Seminar Rooms	7,00,000	8,28,925	7,00,000	7,50,000	8,00,000
15	Licence Fee	58,000	57,140	58,000	58,000	58,000
16	Residency/Restaurant Contract (Less Licence Fee, Electricity, Water & Temp Membership)	60,64,000	60,64,381	58,20,000	58,20,000	58,20,000
17	Electricity.	12,00,000	13,09,364	12,00,000	13,00,000	14,00,000
18	Water (RRPL)	36,000	36,000	36,000	36,000	36,000
		<b>80,58,000</b>	<b>82,95,810</b>	<b>78,14,000</b>	<b>79,64,000</b>	<b>81,14,000</b>
	<b>Total Income</b>	2,12,79,000	2,28,84,682	2,09,80,000	2,12,97,500	2,07,22,000
	Expenditure (see next pages)	1,81,61,500	1,58,04,601	1,92,88,000	1,82,74,300	1,93,45,000
	Excess Income over Expenditure	31,17,500	70,80,081	16,92,000	30,23,200	13,77,000

See Notes on next page.



**BUDGET/REVISED ESTIMATES - CORPUS FUND EXPENDITURE**

Ser	Items	RE	Actual Audited	BE	RE	BE
No		2003-04	2003-04	2004-05	2004-05	2005-06
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Adm Fund</b>						
1	Officers Pay & Allowances	10,50,000	9,82,779	7,75,000	13,00,000	14,00,000
2	Staff Pay & Allowances	22,50,000	22,74,873	18,00,000	25,00,000	26,00,000
3	CPF Liability	1,45,000	1,40,929	1,40,000	1,50,000	1,60,000
4	Gratuity Provision	65,000	69,973	60,000	80,000	90,000
5	Legal Consultancy	24,000	24,000	24,000	24,000	24,000
6	Printing & Stationery	90,000	71,736	90,000	90,000	80,000
7	Postage	35,000	42,109	1,00,000	1,25,000	50,000
8	Advertisements	4,000	—	4,000	4,000	4,000
9	Photocopier (AMC + Paper)	25,000	36,596	15,000	20,000	20,000
10	Contingencies	30,000	20,587	30,000	25,000	30,000
11	Telephones	1,50,000	1,41,109	1,50,000	1,50,000	1,60,000
12	Audit Fee	31,500	33,300	30,000	33,300	40,000
13	Exec/Council/Staff/Visitor's	1,00,000	69,078	1,20,000	1,00,000	80,000
14	Insurance	80,000	1,00,749	80,000	1,10,000	1,15,000
15	Eqpt Repair & Maintenance	7,00,000	7,42,904	5,50,000	7,50,000	7,50,000
16	Building Maintenance	5,75,000	5,76,023	5,00,000	7,75,000	6,00,000
17	Water	1,00,000	93,626	75,000	1,00,000	1,15,000
18	Electricity					
	(a) Normal	20,00,000	16,72,383	25,00,000	20,00,000	25,00,000
	(b) Arrears	7,19,000	7,22,351	—	5,00,000	5,00,000
19	FOL	2,50,000	1,05,296	2,50,000	1,50,000	1,75,000
20	Security Contract	4,00,000	3,88,022	4,25,000	4,00,000	4,25,000
21	Housekeeping Contract	4,00,000	3,90,750	4,00,000	4,00,000	4,25,000
22	Gardening Contract	2,40,000	2,13,360	2,40,000	2,20,000	2,35,000
23	Electrical /AC Services Contract	2,80,000	2,66,900	2,80,000	2,90,000	3,10,000
24	Pest Control Contract	15,000	18,700	14,000	16,000	18,000
25	Write Off	4,00,000	3,92,741	1,00,000	1,00,000	1,50,000
26	Capital Expenditure (Property)	10,00,000	3,29,749	10,00,000	7,00,000	10,00,000
27	Depreciation	30,00,000	25,92,151	30,00,000	26,00,000	25,00,000
28	Web Site	55,000	53,160	1,00,000	5,000	12,000
29	Automation	50,000	—	2,00,000	20,000	50,000
30	Misc Expenditure	10,000	—	20,000	5,000	10,000
		<b>1,42,73,500</b>	<b>1,25,65,934</b>	<b>1,30,72,000</b>	<b>1,37,42,300</b>	<b>1,46,28,000</b>

Ser	Items	RE	Actual Audited	BE	RE	BE
No		2003-04	2003-04	2004-05	2004-05	2005-06
(a)	(b)	(c)	(d)	(e)	(f)	(g)
<b>Education Fund</b>						
31	Talks/Lectures/Discussions	1,20,000	81,631	2,00,000	1,00,000	1,20,000
32	NS Lecture	7,000	—	15,000	10,000	10,000
33	NS Paper	6,000	5,000	20,000	5,000	6,000
34	NS Seminar	70,000	74,544	2,00,000	70,000	70,000
35	Essay Competition	30,000	21,300	30,000	32,000	48,000
36	Journal	16,00,000	17,02,720	16,00,000	18,25,000	19,00,000
37	Digest	1,20,000	1,29,738	1,30,000	1,10,000	1,20,000
38	Interaction with Foreign Institutions/Visitors	5,00,000	1,44,216	10,00,000	10,00,000	10,00,000
39	Security Studies	1,00,000	2,483	2,00,000	80,000	1,00,000
40	Activities at Other Stations	1,00,000	19,720	3,00,000	50,000	1,00,000
41	NS Series (2002)	—	1,485	—	—	—
42	NOM Workshop - 1	—	1,78,471	—	—	—
		26,53,000	23,61,308	36,95,000	32,82,000	34,74,000
<b>Library Fund.</b>						
43	Books	5,00,000	2,41,392	6,00,000	4,00,000	4,50,000
44	Periodicals					
	(a) Retention	3,00,000	3,53,918	2,50,000	3,50,000	3,75,000
	(b) Temporary	1,50,000	1,31,338	2,00,000	1,50,000	1,60,000
45	News Papers	75,000	35,680	1,00,000	50,000	60,000
46	Printing & Stationery	30,000	22,941	35,000	40,000	35,000
47	Photocopier (AMC + Paper)	25,000	30,330	30,000	30,000	35,000
48	Postage	20,000	12,788	25,000	15,000	18,000
49	Internet/DELNET	15,000	6,390	40,000	1,50,000	35,000
50	Contingencies	15,000	2,382	15,000	15,000	15,000
51	Automation	1,00,000	40,200	2,00,000	50,000	60,000
		12,35,000	8,77,359	15,00,000	12,50,000	12,43,000
<b>Total</b>						
		1,81,61,500	1,58,04,601	1,82,67,000	1,82,74,300	1,93,45,000

See Notes on next pages.

